DOCUMENT RESUME

ED 460 776 PS 030 039

AUTHOR Johnson, Karen L.; Lero, Donna S.; Rooney, Jennifer A.
TITLE Work-Life Compendium, 2001: 150 Canadian Statistics on Work, Family & Well-Being.
INSTITUTION Guelph Univ. (Ontario). Centre for Families, Work and Well-Being.; Human Resources Development Canada, Ottawa (Ontario).
ISBN ISBN-0-88955-517-6
PUB DATE 2001-00-00
NOTE 86p.; Produced with the HRDC Women's Bureau which became Gender Analysis and Policy Directorate.
AVAILABLE FROM Centre for Families, Work & Well-Being, University of Guelph, 900 MacKinnon Building, Guelph, Ontario N1G 2W1, Canada. ($25) Tel: 519-824-4120, ext. 3829; Fax: 519-823-1388; e-mail: cfww@uoguelph.ca. For full text: http://www.uoguelph.ca/cfww.
PUB TYPE Information Analyses (070) -- Reports - Descriptive (141)
EDRS PRICE MF01/PC04 Plus Postage.
DESCRIPTORS Children; Day Care; Early Childhood Education; *Employed Parents; Family Income; *Family (Sociological Unit); *Family Work Relationship; Foreign Countries; Labor Force; Public Opinion; *Social Attitudes; *Well Being; *Work Environment
IDENTIFIERS *Canada; Elder Care

ABSTRACT

The issue of integrating work and family responsibilities has been the subject of federal, provincial, and territorial policy planning and several task forces in Canada. This report plus executive summary, designed to inform the dialogue and stimulate continued discussion, brings together a wide variety of work-life facts and figures related to changes in the family; child and elder care; labor force participation patterns; income and earnings; industrial, organizational, and workplace change; labor legislation; and public opinion. Following a foreword discussing factors contributing to mounting tensions between work and non-work lives, the compendium is divided into 10 sections: (1) "The Changing Profile of the Labour Force"; (2) "The Changing Profile of the Family"; (3) "Income, Earnings, and Financial Security"; (4) "Industrial and Organizational Change"; (5) "Work Structure and Work Time"; (6) "Child Care and Caregiving for Other Family Members"; (7) "Work-Life Issues and the Employee"; (8) "Work-Life Issues and the Employer"; (9) "Labour Legislation and Other Protections for Workers with Family Responsibilities"; and (10) "Attitudes and Public Opinion." Each section begins with a brief introduction followed by a series of key findings and sources for citation or additional reading. A subject index facilitates searching for topics falling under several sections. The studies presented in the compendium reveal that work-life conflict is increasing and that work-life issues affect individuals, families, and organizations. Further, work-life conflict is not limited to parents. Most Canadian employees do not have access to flexible work arrangements that might help them cope with growing work-life tensions. There is growing evidence that providing supportive and flexible workplaces benefits organizations. (Contains 78 footnotes.) (KB)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 460 776

WORK-LIFE COMPENDIUM 2001

150 CANADIAN STATISTICS ON WORK, FAMILY & WELL-BEING

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
X This document has been reproduced as received from the person or organization originating it.
☐ Minor changes have been made to improve reproduction quality.
• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY
Donna Lero
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)
1

PS 030039

Karen L. Johnson
Human Resources Development Canada
Women's Bureau

Donna S. Lero
Centre for Families, Work and Well-Being
University of Guelph

Jennifer A. Rooney
Centre for Families, Work and Well-Being
University of Guelph

Centre for Families, Work and Well-Being

UNIVERSITY of GUELPH

Human Resources Development Canada
Développement des ressources humaines Canada

Canada

SP-184-08-01E

WORK-LIFE COMPENDIUM 2001

150 CANADIAN STATISTICS ON WORK, FAMILY & WELL-BEING

EXECUTIVE SUMMARY

ABOUT THE REPORT

Work-Life Compendium 2001 is a new resource document that brings together a wide variety of work-life facts and figures compiled from the most recent Canadian data sources available. Data cover a range of inter-related topics, including changes in the family; child and elder care; labour force participation patterns; income and earnings; industrial, organizational and workplace change; labour legislation; and public opinion.

The compendium was co-authored by Karen Johnson of Human Resources Development Canada Women's Bureau, and Donna Lero and Jennifer Rooney of the University of Guelph Centre for Families, Work and Well-Being. The report updates and expands Lero and Johnson's *110 Canadian Statistics on Work and Family* (1994),[1] and like the original publication, was designed to serve a wide range of readers with an interest in work-life issues, including policy makers, researchers, students, human resource consultants, social service and health professionals, employees, managers, and the general public.

THE ISSUE

The last quarter of a century has been a time of remarkable social, economic, and organizational change. Dramatic increases in women's labour force participation, population aging, increases in single-parent families, globalization, and the ongoing restructuring of the labour force are just some of the factors fuelling employee stress and contributing to growing conflicts between the demands of the job and the demands of home and family. Combined, these forces mean a host of new challenges for today's workers as they struggle to "do it all" in their roles as employees and as members of family and community.

Work-life conflict occurs when the combined pressures from work and home make it difficult to meet the demands of either role. Stress can come from either domain and the potential for work-life conflict increases when heavy job demands are coupled with low control; when supervisors are not sensitive to employee needs; and when long work hours or inflexible work schedules conflict with family commitments or child care arrangements. Employees with high levels of conflict tend to miss work more often than other employees, spend more unproductive time at work, and ultimately, may seek work elsewhere or exit the labour force. Such consequences indicate that work-life conflict is costly to organizations and costly to Canadians in terms of personal, economic and social well-being.

[1] Lero, D. and Johnson, K. (1994). 110 Canadian statistics on work and family. Ottawa: Canadian Advisory Council on the Status of Women.

HIGHLIGHTS OF THE REPORT

The studies presented in *Work-Life Compendium 2001* reveal the following trends:

WORK-LIFE CONFLICT IS ON THE RISE.

- Two recent national-level studies tell the same story: work-life conflict in Canada is growing. These studies indicate that roughly half of Canadian employees are experiencing conflict between their work and personal lives, and this is a marked increase over the level reported in the early '90s.
- Work-life conflict is especially problematic for employees in professional and managerial positions.

WORK-LIFE ISSUES AFFECT INDIVIDUALS AND FAMILIES.

- Women report higher levels of work-family conflict than do men and spend more time in unpaid child care and domestic work.
- A significant trend over the '90s has been a rising level of work-life conflict among men.
- Nearly half of children aged 1 to 5 are in some form of non-parental care arrangement while their parents work or study, as are almost one quarter of infants under the age of 1 year.
- Child care can be expensive for young families. In 1998, yearly fees for full-time centre-based care for infants and toddlers averaged $6,000, considerably higher than the cost of a year's university tuition.

WORK-LIFE ISSUES AFFECT ORGANIZATIONS.

- Employees with high work-life conflict miss more than twice as many workdays as those with low conflict.
- It is estimated that work-life conflict costs Canadian organizations roughly $2.7 billion in lost time due to work absences — not including indirect costs such as replacement of the employee during the absence, overtime costs, or reduced service or productivity.

WORK-LIFE CONFLICT IS NOT LIMITED TO PARENTS.

- Eldercare is a growing issue as the population ages. In 1999, one quarter of Canadian employees cared for an elderly family member, up from one fifth in 1989.
- 15% of Canadian employees care for both children and an older relative.
- Work-life issues extend beyond caregiving. Employees also need time to train, study, or participate in their communities. One in three employed women and men in Canada are involved in job-related adult education or training. One in four adults in their child-rearing years are involved in voluntary activities.

CHANGES IN THE NATURE OF WORK MAY BE CONTRIBUTING TO GROWING WORK-LIFE TENSIONS AND HEALTH PROBLEMS.

- Recent changes in the structure of work and work time may be exacerbating work-family stresses. Production pressures and a growing need for round-the-clock services mean longer work hours for some, growth in non-day shifts, and a move toward non-standard work arrangements such as part-time, temporary and contract work. Only roughly half of workers in Canada today fit the "standard" model of a full-time permanent 9 to 5 job.
- Long work hours and high-strain jobs not only hamper employees' ability to harmonize work and family life, but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression.

BEST COPY AVAILABLE

MOST CANADIAN EMPLOYEES DO NOT HAVE ACCESS TO FLEXIBLE WORK ARRANGEMENTS THAT MIGHT HELP THEM COPE.

- Only one in four Canadian employees report a flextime schedule.
- Only one in ten perform any paid work at home.

THERE IS GROWING EVIDENCE THAT SUPPORTIVE AND FLEXIBLE WORKPLACES PAY OFF FOR ORGANIZATIONS. RESEARCH SUGGESTS THAT:

- Flextime schedules have been associated with a 15-percentage point reduction in average time lost from work.
- Employees who report good relationships with their employing organizations are less likely to look for a new job, and miss less work due to illness (2 fewer days per year), as compared to workers who report weak employment relationships.
- Employees with supervisors who are sensitive to their personal needs are more satisfied with their jobs and miss half as many workdays as employees with non-supportive supervisors.

WORKPLACE POLICY AND PRACTICE ARE NOT ALWAYS IN SYNCH.

- Whereas employer surveys suggest that flexible work arrangements are rather prevalent, employee data suggest limited access to workplace practices that might help them cope. For example, a recent large survey of Canadian employers found that 88% of responding organizations offered flextime to their employees. Nationally representative data collected from employees, however, reveal that only 24% actually work a flextime arrangement.
- Flexible work options are sometimes granted only to employees in certain job classifications or who meet other established criteria. It has been demonstrated that workers who job share, telework, or work flextime are more likely than those without flexibility to be professionals, highly educated, and well paid.
- Supervisors often are "gatekeepers" to flexible work arrangements. One Canadian employer survey found that roughly half of organizations leave eligibility for flexible work arrangements to management discretion.
- Managers are key to creating supportive workplaces, but they too are under stress, and often lack the tools and resources they need to bring about change. It has been suggested that only one third of Canadian organizations provide their managers with work-life training, and less than one quarter offer recognition or reward for promoting work-life integration.

WORK-LIFE ISSUES ARE LIKELY TO REMAIN HIGHLY VISIBLE IN THE NEAR FUTURE. SURVEYS AND PUBLIC OPINION POLLS SUGGEST THAT TODAY'S YOUNG PEOPLE WANT TIME TO "SMELL THE ROSES:"

- The desire for a "better balance" is not limited to baby boomers or to parents of young children. Research with students and young graduates in fields associated with labour shortages show that work-life integration is a major consideration in their choice of employers.
- 95% of young women and men in Canada plan to have at least one child.
- 45% of surveyed university students want time to travel extensively and an equal proportion want to be active in their communities.

BEST COPY AVAILABLE

Centre for Families, Work and Well-Being

UNIVERSITY of GUELPH

Human Resources Development Canada
Développement des ressources humaines Canada
Canada

WORK-LIFE COMPENDIUM 2001

150 CANADIAN STATISTICS ON WORK, FAMILY & WELL-BEING

Karen L. Johnson
Human Resources Development Canada
Women's Bureau

Donna S. Lero
Centre for Families, Work and Well-Being
University of Guelph

Jennifer A. Rooney
Centre for Families, Work and Well-Being
University of Guelph

Centre for Families, Work and Well-Being

UNIVERSITY of GUELPH

7

Human Resources Development Canada | Développement des ressources humaines Canada

Canada

Commentary in this document expresses the views and opinions of the authors and does not necessarily reflect the opinions of Human Resources Development Canada or the Government of Canada.

© Centre for Families, Work and Well-Being, University of Guelph 2001.

ISBN 0-88955-517-6

Issued in French under title:

Recueil travail-vie personnelle 2001 : 150 statistiques canadiennes sur le travail, la famille et le bien-être

ISBN 0-88955-518-4

This document is also available on the Human Resources Development Canada Women's Bureau Web site at:

http://www.hrdc-drhc.gc.ca/stratpol/women

and on the Web site of the Centre for Families, Work and Well-Being at:

http://www.uoguelph.ca/cfww

For more information or additional copies of this document, please contact:

Centre for Families, Work and Well-Being
University of Guelph
9th Floor, 900 MacKinnon Building
Guelph, Ontario
N1G 2W1
(519) 824-4120, ext 3829
e-mail: cfww@uoguelph.ca

ACKNOWLEDGMENTS

The authors wish to express their appreciation to the many individuals who assisted in the preparation of this compendium.

We gratefully acknowledge the comments and contributions of our external peer reviewers, Nora Spinks of Work/Life Harmony Enterprises and Robert Glossop of the Vanier Institute of the Family.

We are grateful for the assistance and thoughtful suggestions provided by our colleagues at Human Resources Development Canada, particularly Gay Stinson, Sandra Choquette and Charles Philippe Rochon with the Labour Program for their careful attention to the material on employment standards legislation and collective agreements. Thanks are extended to John Woermke of Graphics for his work on the layout, and to Micheline Plante and Ed Popoff of the HRDC Library for their enthusiasm and quick turnaround in tracking down source materials. We also would like to acknowledge Cassaundra Iwankow and Gillian Campbell, Co-Directors of the Women's Bureau, for their ongoing support over the course of this project.

At the Centre for Families, Work and Well-Being, we would like to thank Corina Midgett, Michelle Harbourne and Julia Fuchs for their assistance with background research and Kerry Daly and Linda Hawkins for their thoughtful review and support.

We also appreciate the assistance of Paul Roberts at the Canadian Council for Social Development for providing special tabulations of child care data from the 1996-1997 National Longitudinal Survey of Children and Youth data set.

For his work in reviewing the material on changing employment relationships, we would like to acknowledge the contribution of Grant Schellenberg of Canadian Policy Research Networks, Inc.

We are also very grateful to Linda Duxbury at Carleton University and Chris Higgins at the University of Western Ontario for providing us with special tabulations from the new national study sponsored by Health Canada on Work, Family and Lifestyle Balance to be released in the fall of 2001.

TABLE OF CONTENTS

FOREWORD 1

NOTE FROM THE AUTHORS 3

A. THE CHANGING PROFILE OF THE LABOUR FORCE 7

B. THE CHANGING PROFILE OF THE FAMILY 15

C. INCOME, EARNINGS, AND FINANCIAL SECURITY 21

D. INDUSTRIAL AND ORGANIZATIONAL CHANGE 29

E. WORK STRUCTURE AND WORK TIME 35

F. CHILD CARE AND CAREGIVING FOR OTHER FAMILY MEMBERS 41

G. WORK-LIFE ISSUES AND THE EMPLOYEE 49

H. WORK-LIFE ISSUES AND THE EMPLOYER 57

I. LABOUR LEGISLATION AND OTHER PROTECTIONS FOR WORKERS WITH FAMILY RESPONSIBILITIES 67

J. ATTITUDES AND PUBLIC OPINION 73

SUBJECT INDEX 77

FOREWORD

The last quarter of a century has been a time of unprecedented social, economic, and organizational change. Dramatic increases in women's labour force participation, population aging, increases in single-parent families, and the ongoing restructuring of the labour force are just some of the factors fuelling employee stress and contributing to growing conflicts between the demands of the job and the demands of home and family. Although change has always been with us, seldom has it come at us from so many directions and at such a pace. Some of the factors that are simultaneously contributing to mounting tensions between our work and non-work lives include:

- Demographic and social factors, including an aging population, and changes in family roles, structures and relationships — especially in terms of women's increased labour force participation and the resulting need to redistribute the unpaid caring and household work traditionally assumed by women;
- An escalating rate of environmental change for organizations, characterized by globalization, increasing competitive pressures, and the rapid proliferation of computer technologies, telecommunication and e-commerce;
- Workplace changes for employees, including downsizing and "contracting out," and the associated pressures to increase workloads, develop new skills, and adapt to changing technologies;
- Growing skills shortages and challenges recruiting and retaining employees in selected sectors and geographic locations;
- Shifts in the employment relationship between workers and their employers and in the relative influence of labour to protect workers' rights and job security;
- Government restraint, including pressures to balance budgets and focus on fiscal management priorities;
- Restructuring of health and social services that affect the availability of supports and potentially increase the role of family members in providing assistance to each other; and
- Financial and job insecurity and wariness about longer term trends.

Against this backdrop of structural transformation, employees' ability to harmonize paid work and home life is being recognized as an essential ingredient to both economic and social well-being. Our lived experiences attest to the fact that conflict takes its toll in multiple domains, including not only our personal lives, as evidenced in stress and limited opportunity for community involvement, but also in the workplace in the form of reduced performance, morale and productivity. The bottom line implications of work-family conflict have caught the attention of employers, many of whom see the business implications of work-family conflict, and are looking for ways to support their employees in order to remain competitive and responsive to their own ever-changing operating environments. In spite of growing awareness within the business community, however, the corporate response to date has been slow and uneven. Accordingly, work-family conflict is also on the public policy agenda, as governments recognize the costs of protracted stress in terms of the well-being of individuals and families, stress-related health problems, and productivity losses.

The issue of integrating work and family responsibilities has been the subject of federal, provincial and territorial policy planning and several task forces. One of the first calls for a unified effort was a major statement by Canada's First Ministers at their 1987 Annual Conference on the Economy, through which they directed Ministers Responsible for the Status of Women to facilitate the harmonization of paid work and family responsibilities. A commitment to continue and expand these efforts was made by First Ministers in June 1992, resulting in a 1993 discussion paper entitled *Women and Men in the Workplace: A Discussion of Workplace Supports for Workers with Family Responsibilities.*

More recently, in its 1999 Speech from the Throne, the Government of Canada reiterated its commitment to children and families, and committed to making federally regulated workplaces more "family-friendly." The federal Minister of Labour subsequently undertook to promote family-friendly practices in workplaces within federal jurisdiction. Activities included: amending the Canada Labour Code to ensure job protection for the duration of the new Employment Insurance maternity/parental benefit period (extended to one year as of December 31, 2000); contributing to seminars and workshops with employers and employees; conducting related research; and designing a public work-life Web site.

The federal government, however, has only limited jurisdiction over Canadian workplaces. Continued progress in public policy relies on a collective effort with provinces and territories who retain major jurisdiction over local labour standards legislation. Change also depends on employers' recognition of the importance of adopting human resource policies and practices that can meet both business objectives and employee needs. Progressive efforts by labour unions also can go a long way, and in some cases, have played an important role in this regard. In recognition of the need for a concerted approach, in February 2000, federal-provincial-territorial labour ministers agreed to promote the goal of work-family balance, share relevant information, and to reinforce the importance of workplace partners and governments working together to address the issue.

There remains much work to be done — by individuals, business, labour, and governments — to facilitate the healthy integration of work and non-work roles. The current commitment to a coordinated approach, however, signals a growing recognition that finding ways to harmonize our paid work with our family and personal responsibilities is in the interest of all concerned. This compendium of statistics is intended to inform this dialogue and to stimulate continued discussion.

NOTE FROM THE AUTHORS

Seven years ago, we developed the document, *110 Canadian statistics on work and family*,[1] to bring together in one place Canadian statistics and research findings on a subject of growing social and economic importance. At that time, Statistics Canada had just begun to investigate issues such as non-standard work schedules and time use in dual-earner families, and a number of researchers had just completed large-scale surveys on topics such as work-family stress, child care, and eldercare. Findings from these studies were still being distributed in paper copy form and were taking some time to be disseminated and absorbed into mainstream consciousness. Our document was created in an effort to increase the rate at which this information was shared and to heighten awareness of research findings on work-family topics that were emerging from a diverse range of sources.

Our first compendium was published by the Canadian Advisory Council on the Status of Women (now disbanded) during the International Year of the Family, two years after First Ministers had held their second meeting to discuss efforts to enable Canadians to harmonize work and family responsibilities, and to promote gender equality in keeping with international conventions to which Canada was a signatory. Since that early interest in the work-family phenomenon, much has changed. Government reports, academic journals, and the popular press have exploded on topics such as work-family conflict, workplace health, work stress and the culture of overwork. A considerable amount of research has emerged on changing employment patterns, self-employment and contingent work. New longitudinal studies have been launched to assess various influences on children's development and population health, and to better understand changes in employment and income over time. In recognition of this growing literature, this volume of the compendium has been expanded to include relevant findings from some of these new avenues of research.

Following are a few notes to guide the reader in the use of this compendium.

THE "WORK-LIFE" CONCEPT

One of the more noteworthy signs of change over the past few years involves the conceptual shift that has occurred from the notion of "work-family balance" to the broader idea of "work-life integration." Once thought of as a "women's issue" arising from women's increased labour force participation and the challenges they faced in managing their dual roles as employees and caregivers, "work-family" conflict now is recognized as a broader social concern. Whereas research clearly demonstrates that women, irrespective of their labour force participation, retain primary responsibility for care of home and family, studies also show that both men and women are subject to work-family stresses. Moreover, responsibilities outside of the workplace can take many forms, including volunteer pursuits, education, and personal development. In its broader conceptualization, interrole conflict can potentially affect all workers, not just caregivers and family members. In most literature today, therefore, the more inclusive term "work-life" or "work-lifestyle" has replaced "work-family."

[1] Lero, D. and Johnson, K. (1994). 110 Canadian statistics on work and family. Ottawa: Canadian Advisory Council on the Status of Women.

In addition, the word "integration" is often preferred to "balance," the latter term implying the need to "trade off" one role for the other. Rather than being viewed as competitors for time and emotional energy, work and family are essential life roles that ideally should be harmonized.

Throughout the compendium we make an attempt to adhere to the terminology given in the materials we cite. Because a variety of terms are used depending on the source, for the purposes of this document, the terms "work-life" and "work-family" are used interchangeably.

DATA SOURCES AND INCLUSION PROTOCOL

The expansion of information available on the topic of work-life integration has been both a blessing and a curse. Throughout the preparation of this compendium, we were challenged by the need to constantly monitor and contain how much information to include, since new and interesting studies were surfacing at what seemed to be an accelerating rate. Work-life conflict is a cross-cutting issue, and there is now a wealth of information available that relates to the subjects contained in this compendium. Increasingly, such information is being made widely available in electronic form on a multitude of Web sites. In order to get readers started on their own searches, we have peppered Web site addresses throughout the compendium. Users should note that many of the documents cited are available in both electronic and paper formats.

As before, we have compiled research findings from the most recent national surveys and data sources available, and have relied heavily on data available from public sources, particularly Statistics Canada and the Applied Research Branch and Labour Program of Human Resources Development Canada. In addition, we have included findings from several large-scale independent studies of Canadian employers and employees, including surveys conducted by the Conference Board of Canada and academic work by Linda Duxbury at Carleton University and her colleague Christopher Higgins at the University of Western Ontario. We also have drawn on relevant work from several non-profit research organizations including Canadian Policy Research Networks, Inc., the Canadian Council on Social Development, and the Vanier Institute of the Family.

A deliberate effort was made to focus on research documents that provided statistics at the national level and that were readily accessible to those who would like to obtain additional information. The decision to focus on data in the public domain has necessarily resulted in the exclusion of studies carried out at the provincial and local levels and those conducted within specific industries or companies. We have largely excluded articles in academic journals and business periodicals that are inaccessible to a larger audience, and that normally rely on selected samples rather than national-level data. We have included smaller academic studies, however, in areas of emerging research interest where no national-level data yet exist. This was the case for research related to employee work outcomes in the small business and home care sectors. A synthesis of the academic literature on selected work-family topics is being developed for separate distribution by the Centre for Families, Work and Well-Being at the University of Guelph.

For the most part, technical terms and methodological notes have been omitted or explained briefly in the context of each point; however, space limitations precluded our providing detailed descriptions of all of the research summarized in this compendium. Readers interested in finer detail are referred to the information source provided after each point.

Some readers may note what appear to be inconsistencies in the findings presented within a section. Since different research studies employ different samples, procedures, and measurement approaches, some discrepancies are almost inevitable. Whereas inconsistencies in specific findings may exist, the trends and general conclusions that emerge from the studies we have cited should be easily discerned.

"ROADMAP" TO THE COMPENDIUM

This compendium is divided into 10 sections:

- The Changing Profile of the Labour Force
- The Changing Profile of the Family
- Income, Earnings, and Financial Security
- Industrial and Organizational Change
- Work Structure and Work Time
- Child Care and Caregiving for Other Family Members
- Work-Life Issues and the Employee
- Work-Life Issues and the Employer
- Labour Legislation and Other Protections for Workers With Family Responsibilities
- Attitudes and Public Opinion

Each section begins with a brief introduction followed by a series of key bullets and sources for citation or additional reading. The findings we have cited were those available at the time the compendium was prepared. New research continues to be released and we encourage readers to add to their understanding as opportunities arise. Because some items span broad content areas and conceivably might fall under several sections, readers also will find it helpful to use the subject index included at the end of the document.

A. THE CHANGING PROFILE OF THE LABOUR FORCE

Two predominant themes emerge from this section. The first theme relates to women's increased representation in the labour force and the dramatic shift in men's and women's roles over the last 50 years — a shift that has generated the need to redistribute homemaking and caregiving responsibilities. The second theme relates to workforce diversity in general — an aging workforce, and the participation patterns of recent immigrants, visible minority populations, and people with disabilities. These trends imply that assumptions based on male breadwinner models and perceptions of workers as homogeneous in ethnic and linguistic background, family status, interests, and abilities simply no longer apply to the Canadian workforce.

One of the most remarkable demographic events of the last half century was the dramatic influx of women into the paid labour force. Although women have always worked in their homes and communities on an unpaid basis and a proportion of women have worked for pay outside the home, women's rate of entry in the paid labour force has increased markedly since the early '50s. In 1951, less than one quarter of women in Canada (24%) were in the labour force. By 1999, the proportion had more than doubled to 55%. The most notable increase in women's participation rates has been among women with children. Between 1976 and 1999, the participation rate for women with children under 16 grew from 39% to 71%.[2] Women now maintain a strong labour force attachment, including during their childbearing years, reflecting a commitment both to their family roles and to their paid work.

Concomitant to this shift in the gender distribution of the labour force has been a shift in its age structure. Like the population in general, the labour force is aging. As the baby boomers, now concentrated in their mid- to late-career years, approach retirement age, labour shortages are forecast in a wide range of occupations, including medicine and health, teaching, and public service. Forecasts indicate that the retirement wave will continue until at least 2020.[3] Beyond 2015, the Canadian labour force is projected to grow at a rate of less than half a percent per year, under one third of its current growth rate.[4] It is unlikely that all vacancies can be filled by young people, as the traditional labour force entrant population (youth aged 15-24) itself is shrinking.[5] Labour shortages have already been noted in certain geographic locales and in selected fields such as information technology, skilled trades, and health care services.[6]

As the labour force becomes more diverse demographically, it also becomes more diverse in terms of employees' needs, family demands and potential caregiving responsibilities. Individuals with young children may span a wide age range, especially if they have delayed childbearing or are having or adopting a child in a second or later partnership. An increasing proportion of the labour force is

[2] Statistics Canada. (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

[3] Lowe, G. (2000). The quality of work: A people-centred agenda. Don Mills: Oxford University Press.

[4] Human Resources Development Canada, Applied Research Branch. Projection from historical Statistics Canada data using demographic projection model PMEDS-D, January 2001.

[5] Statistics Canada (2001, April 3). Annual demographic statistics. The Daily [On-line].

[6] Lowe, G. (2001). Employer of choice? Workplace innovation in government: A synthesis report. Ottawa: Renouf.

BEST COPY AVAILABLE

composed of lone parents, and an undetermined number are likely to be non-custodial parents with some periods in which they have sole or shared responsibility for their children. Employees may face multiple caregiving demands, with both children and aging family members to care for. An increasing number are likely to provide care for an immediate or extended family member with a health problem or long-term disability, either on a regular basis, or unexpectedly in times of acute need. Many will have family members in distant locales whose needs will be of concern to them.

Projections indicate that 50% of the workforce of 2015 is already in the labour market.[7] The combination of a shrinking labour pool and skills shortages means that in order to meet their resource needs, organizations will need to retain and develop an increasingly diverse workforce, comprising women and men, new immigrants, visible minority groups, people with disabilities, young people, and older workers looking for a post-retirement career. This workforce will have a wide range of obligations outside of the workplace and will not be well served by "one-size-fits-all" human resource policies. Employers who provide flexibility, "balance," and opportunities for continuous learning and development will have a strategic advantage in a tight labour market, and will make an important contribution to the well-being of employees, families and communities.

BEST COPY AVAILABLE

[7] Human Resources Development Canada, Applied Research Branch. Projection from historical Statistics Canada data using demographic projection model PMEDS-D, January 2001.

1. NUMBER OF WOMEN IN THE LABOUR FORCE INCREASES

In 2000, 60% of women aged 15 and over were in the Canadian labour force, up from 42% in 1976.

Between 1976 and 2000, the number of women in the labour force grew from 3.6 million to 7.4 million, an increase of 106%. Over the same period, the number of men in the labour force grew by only 40%, from 6.2 million to 8.7 million.

Women now account for 46% of the labour force, up from 37% in 1976.

Statistics Canada (2001). Canadian Statistics: Labour force and participation rates. [On-line table]. Available at: http://www.statcan.ca; Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

2. GREATEST PARTICIPATION INCREASE IS AMONG WOMEN WITH CHILDREN

The largest participation rate increase has been among women with preschool-age children. Between 1976 and 1999, the participation rate of women with a youngest child aged 3 to 5 grew from 37% to 66%. The increase was even more dramatic among women with a toddler or infant: the rate for women with a youngest child under 3 more than doubled, from 28% in 1976 to 61% in 1999.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

3. IMMIGRATION ACCOUNTS FOR NEARLY THREE QUARTERS OF NET LABOUR FORCE GROWTH

Between 1991 and 1996, net immigration[8] provided 71% of Canada's labour force growth as the immigrant population increased by 15.5% — more than three times the 4% expansion of the Canadian-born population.

Denton, F., Feaver, C., and Spencer, B. (1999). Immigration and population aging. Canadian Business Economics, 7, 1.

4. BOTH MEN AND WOMEN IN THE LABOUR FORCE HAVE CHILD CARE DEMANDS

Calculations based on Statistics Canada's Survey of Consumer Finances indicate that parents comprise nearly half of the Canadian labour force. In 1995, 45% of labour force participants had children at home.

Out of every 100 labour force participants aged 15 and over:

- 24 were husbands with children;
- 19 were wives with children;
- 4 were lone parents;
- 11 were husbands without children;
- 9 were wives with no children;
- 17 were single men and women;
- 15 were youth living with parents.

The Vanier Institute of the Family (2000). Profiling Canada's families II. Nepean: Vanier Institute.

[8] Defined as the difference between total population increase and natural increase (births minus deaths).

5. INCREASING PROPORTION OF EMPLOYEES WITH BOTH CHILD- AND ELDERCARE DEMANDS

A nationally representative employee survey conducted by the Conference Board of Canada in 1999 indicated that the proportion of employees who both care for elderly family members and have children at home is now 15%, as compared to 9.5% a decade ago.[9]

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

6. MOST MOTHERS IN THE LABOUR FORCE WORK FULL TIME

The vast majority of employed women with children work full time (30 or more hours per week). In 1999, 71% of employed women with at least one child under age 16 at home worked full time, as did 68% of employed women with one or more children under 3 years of age.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

7. MOTHERS LESS LIKELY TO BE IN THE LABOUR FORCE THAN WOMEN WITHOUT CHILDREN

In spite of the remarkable growth in their participation rate, women with children in the home are still less likely to be in the labour force than those without. In 1999, 76% of women under age 55 without children under 16 at home were in the labour force. This compares to a participation rate of 69% among women with children under 16.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

8. INCREASE IN EMPLOYMENT AMONG FEMALE LONE PARENTS

Employment among female lone parents has climbed since the mid '90s. In 1995, only about half of female lone parents with children under 16 worked for pay. By 1999, the proportion had climbed to 61%. Employment, however, remains lower among female lone parents than among mothers in two-parent families (70% of women with children under 16 in two-parent families worked for pay in 1999).

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

9. WOMEN'S EMPLOYMENT STRONGLY LINKED TO FAMILY DEMANDS

Women's participation rate is strongly connected to the age of children in the home: women with younger children are less likely to hold paid jobs. In 1999, 74% of women in two-parent families with a youngest child aged 6 or older were in the labour force. This compares to a participation rate of 68% among mothers with a preschooler aged 3 to 5, and 63% among mothers with a toddler or infant under age 3.

The age of the children in the home has an even more pronounced effect on the participation rate of women who parent alone. The comparable 1999 participation rates for female lone parents were: 69% among mothers of school age children 6 or older; 55% among mothers whose youngest child was age 3 to 5; and 38% among mothers with a youngest child under age 3.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

[9] Eldercare was defined as any caring activity, including visiting, providing transportation, meal preparation, personal care and help during times of crisis. See MacBride-King, J. (1999). Caring about caregiving. Ottawa: Conference Board of Canada.

10. WOMEN INTERRUPT THEIR CAREERS TO CARE FOR FAMILY

Work continuity is important to career development, future employability, and current and future earnings, but the majority of women experience significant breaks in employment. Nearly two-thirds of women (62%) who have ever held paid jobs have experienced a work interruption of six months or more. In contrast, only one quarter of their male counterparts (27%) have had a work interruption lasting six months or more. Marriage, maternity leave, and care of children account for 62% of women's work interruptions.

Fast, J. and Da Pont, M. (1997). Changes in women's work continuity. Canadian Social Trends (Autumn).

11. WOMEN MORE LIKELY THAN MEN TO HOLD SERVICE SECTOR JOBS

The majority of the labour force works in the service sector, and this is especially true of women.[10] In 1999, 86% of employed women held jobs in the service sector, as compared to 63% of men. In contrast, only 14% of women worked in goods-producing industries, compared to 37% of men.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

12. SOME MOVEMENT UNDERWAY, BUT THE MAJORITY OF WOMEN STILL WORK IN "TRADITIONAL" FEMALE OCCUPATIONS

Over the past decade, women's representation in several professional fields has improved. In 1999, women accounted for:

- 49% of business and financial professionals, up from 41% in 1987;
- 47% of doctors and dentists, up from 44% in 1987;
- 35% of managerial positions, up from 29% in 1987.

In spite of gains in selected areas, however, the majority of employed women continue to work in occupations with which women have traditionally been associated. In 1999, 70% of employed women worked in teaching, nursing, clerical, sales and service occupations, down only slightly from 74% in 1987. In contrast, only 29% of employed men work in one of these fields.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

[10] The service industries include trade, finance, insurance/real estate, business, educational, health and social services, accommodation, food and beverage services, public administration, transportation and communication.

13. WOMEN ARE CAREGIVERS IN THE HOME...

In spite of their influx into the paid workforce, women remain the primary caregivers in the home:

- In 1998, employed mothers in dual-earner families with a child under 5 years of age spent an average of 91 minutes per day in personal child care activities (i.e., feeding, washing, dressing children), compared to 47 minutes among fathers.
- In 1996, 1.3 million women provided care to an elderly friend or family member with a long-term health problem, representing 61% of informal caregivers in Canada. Two thirds of these women also were in the paid workforce. In addition, female caregivers spent considerably more time in eldercare than did their male counterparts (an average of 5 hours per week, compared to 3 hours among men).
- In 1996, almost one million Canadian women aged 25-54 (15% of all women in this age range) provided care to both a child and a senior. In comparison, only 9% of men in this age group reported dual-caregiving responsibilities.

Frederick, J. & Fast, J. (1999). Eldercare in Canada: Who does how much? Canadian Social Trends (Autumn); Silver, C. (2000). Being there: the time dual-earner couples spend with their children. Canadian Social Trends (Summer); Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

14. ...AND WOMEN ARE CAREGIVERS BY OCCUPATION

Women predominate in "caring" occupations:

- 87% of employees in Canada working in the fields of nursing, therapy and other health related occupations in 1999 were women.
- 98% of teaching staff in Canadian child care centres in 1998 were women.

Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). You bet I care! A Canada wide study on wages, working conditions, and practices in child care centres. Guelph: University of Guelph, Centre for Families, Work, and Well-Being; Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

15. IN SPITE OF THEIR DIVERSITY, WOMEN IN THE WORKFORCE SHOW SIMILAR EMPLOYMENT PATTERNS

Although Aboriginal women are less likely than non-Aboriginal women to be employed, those who are show employment patterns that are very similar to those of non-Aboriginal women. They are heavily concentrated in administrative, clerical, sales and service jobs (in 1996, 64% of employed Aboriginal women worked in theses areas, compared to 60% of non-Aboriginal women); and roughly one third worked part time (30% of employed Aboriginal women worked part time, roughly the same figure as for non-Aboriginal women).

Similarly, immigrant women are less likely to be in the labour force than are non-immigrant women, but in 1996, a majority (56%) of employed immigrant women aged 25-44 were concentrated in administrative, clerical, sales and service jobs. Immigrant women, however, are more likely than Canadian-born women to be

manual workers (e.g., sewing machine operators, delivery drivers, assembly or fabrication personnel). In 1996, 12% of employed immigrant women worked in manual areas, compared to only 6% of non-immigrant women. Roughly one quarter (25%) of employed immigrant women worked part time.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

16. WOMEN AND MEN WITH DISABILITIES FACE CHALLENGES IN LABOUR FORCE PARTICIPATION

According to 1996 census data, only 38% of working age women with disabilities (aged 15 to 64) were in the labour force, compared to a figure of 76% for women without disabilities.[11] The participation rate for men with disabilities was 49%, compared to 91% among men without disabilities.

Labour force participation rates for persons with disabilities decline dramatically with age. Census data indicated that in the 15 to 34 age range, 63% of men with disabilities were labour force participants. The rate declined to 29% for men aged 55 to 64. Similarly, 53% of women aged 15 to 34 were labour force participants, compared to a rate of only 18% among women aged 55 to 64.

Federal/Provincial/Territorial Ministers Responsible for Social Services (2001). In unison 2000: Persons with disabilities in Canada. Hull: Human Resources Development Canada.

17. MEN DELAY RETIREMENT

Although the employment rate of men aged 55 to 64 has been declining over the past two decades, the employment rate for men aged 65 to 69 has remained relatively stable (roughly 20% of men aged 65 to 69 are employed). A recent study looked at this apparent paradox and determined that while the size of the retirement "feeder group" was declining, the proportion of employed men who continued to work past age 65 was rising. In 1986, the likelihood of an employed man aged 60 to 64 remaining in the workforce beyond his 65th birthday was 29%. By 1998, the likelihood had increased to 41%.

Walsh, M. (1999). Working past age 65. Perspectives on Labour and Income (Summer).

18. MANY STUDENTS BLEND FULL-TIME STUDIES WITH PAID WORK

In 1998, 35% of full-time students aged 15 to 25 also held paid jobs, up from 32% a year earlier.

Statistics Canada (1999, December 23). Labour force update: Youths and the labour market. The Daily [On-line] Available at: http://www.statcan.ca.

19. WORKERS PURSUE "LIFELONG" LEARNING

A substantial number of men and women in the labour force take courses in order to upgrade their job skills. In 1997, 31% of employed women in Canada (2 million women) were enrolled in a job-related adult education or training activity,[12] as were 28% of employed men (1.9 million men).

[11] The census uses a very general screening question to identify respondents with disabilities, so is unable to provide information on the nature of the disability.

[12] Job-related education/training refers to any education or training taken for the development or upgrading of skills to be used in a present or future employment position. It does not include formal post-secondary education programs.

The more educated the individual, the more likely he or she is to pursue job-related training. When the activities of both employed and unemployed adults are taken into account, adults with a post-secondary non-university education participated at twice the rate (31%) of those with only elementary or secondary education. University graduates participated at an even higher rate of 43%.

Statistics Canada (2000). Education indicators in Canada. Ottawa: Statistics Canada, Catalogue 81-582-XPE; Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

23

B. THE CHANGING PROFILE OF THE FAMILY

Fertility, marriage and divorce rates are intricately related to women's labour force participation. Although the rate of decrease has varied over time, the dominant trend since 1959 has been a dramatic drop in fertility in all of the Western industrialized countries. The decline in fertility not only has affected family life and women's labour force involvement, but also has contributed to a shrinking supply of new entrants into the labour force. An additional consequence is that the expanding proportion of Canadians older than 65 will have fewer children and adult grandchildren to help care for them in their senior years. This situation is likely to become particularly acute as the baby boomers (the generation that restricted its fertility) reach retirement age, beginning roughly in 2011.

Fertility data also indicate that the timing and context of childbearing in Canada has changed over recent years. The tendency for women to complete their education or establish themselves in the paid workforce before starting families is reflected in statistics showing increases in the age at which women bear their first child.

Structural changes in families are increasingly evident. Examples include blended families, lone parents, parents living apart with joint custody arrangements, and common-law arrangements. The proportion of lone-parent families continues to increase, and in spite of a trend toward shared custody arrangements, the vast majority of lone-parent families are headed by women.

The "traditional" family with a breadwinner husband and a stay-at-home wife is no longer the predominant family form. In 1997, only one quarter of two-parent families with children under 16 conformed to this pattern. In fact, if what we deem to be "traditional" is what we have grown up with, the majority of Canadians under 35 would view a "traditional" mom as one who works for pay while raising a family.

Economic forces have played a considerable role in the emergence of dual-earner families. For some families, women's full-time participation in the labour force means the difference between poverty and an adequate standard of living. Given the limited growth in real family income since the early '80s, and fewer children at home, we can expect that the proportion of dual-earner couples will remain high. As the population ages, we can also expect a greater proportion of such families also will have responsibility for the care of aging or disabled family members.

Demographic information about family structure and size has always been important, both for understanding how families are constituted and for anticipating how changing demographic patterns may influence social needs and economic trends. Whereas the following section conveys broad trends, there is considerable diversity between families and considerable change occurring within families over time. The snapshots of families available in standard demographic data fail to tell us how many

adults and children are experiencing sequential changes in family structures and family roles. We also are missing information about stable same-sex relationships, and about the rich interconnections within families — such as those among adult siblings and their parents, and among grandparents and grandchildren — that have important economic and social implications, especially in times of uncertainty and change.

20. WOMEN AND MEN ARE MARRYING LATER

The average age of women at the time of their first marriage was 28 in 1997, up from 26 in 1990, and 22 in 1971. In 1997, the average age at first marriage among men was 30. The gap between the ages at which women and men marry has consistently been around two years since the early '70s.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

21. WOMEN DELAY CHILDBEARING

In 1987, only one in five women (19%) were 30 years of age or older at the birth of their first child. By 1997, this proportion had increased to nearly one in three (31% of first-time mothers were 30 or over).

Statistics Canada (1999, June 16). Births. The Daily [On-line] Available at: http://www.statcan.ca.

22. BIRTH RATE CONTINUES TO FALL

Following the baby boom of the '50s, Canada's birth rate plunged dramatically during the '60s. Between 1959 and 1970, the birth rate fell nearly 40% from 116 births per 1,000 women aged 15-49, to 71. Over the course of the '70s and '80s, the rate of decrease slowed, reaching 57 births per 1,000 by 1990. During the '90s, however, it resumed its dramatic decline. By 1997, there were only 44 births per 1,000 women aged 15-49, down 23% from 1990.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

23. MARRIAGE RATE DECLINES

Over the last two decades there has been a substantial drop in the annual marriage rate. In 1997, there were 5 marriages per 1,000 people in Canada, as compared to 7 in the late '80s, and 9 in the early '70s. As the overall marriage rate declines, there is an increase in the number of men and women marrying for a second or subsequent time. In 1997, 24% of all brides had been married before, as compared to 18% in 1980, and 10% in the '60s. The proportion of men remarrying in 1997 was roughly the same as the proportion of women.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

24. DIVORCE RATE DECREASES DURING THE '90S

After dramatic growth in the divorce rate during the late '60s and throughout the '70s, the trend is now reversing. Between 1968 and 1982, the number of divorces per 100,000 population increased from 55 to 280, due partly to changes to the legislation surrounding divorce. In the late '80s, however, the rate began to fall. By 1997, there were 225 divorces per 100,000 population, down 28% from 1988 levels. The decrease in the divorce rate is likely associated with the concurrent growth in common-law unions. In 1996, 1.8 million Canadians were living common law, the majority of whom (65%) had never been married.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE; The Vanier Institute of the Family (2000). Profiling Canada's families II. Nepean: Vanier Institute.

25. FAMILY SIZE DECREASING

Average family size in Canada fell from 3.7 persons in 1971, to 3.3 in 1981, and 3.1 in 1991. During the '90s, family size stabilized, and by 1998, remained at its 1991 level.

Statistics Canada (1999). Census families, number and average size. Catalogue no. 91-213-XPB [On-line]. Available at: http://www/statcan.ca.

B

26. NEARLY TWO THIRDS OF CANADIAN FAMILIES ARE FAMILIES WITH CHILDREN

Calculations based on 1996 census data indicate that 65% of Canadian families are families with children. Of every 100 families in Canada:

- 45 are married couples with never-married children at home;
- 5 are common-law couples with children;
- 15 are lone-parent families;
- 29 are married couples without children;
- 6 are common-law couples without children.

The Vanier Institute of the Family (2000). Profiling Canada's families II. Nepean: Vanier Institute.

27. WOMEN TEND TO BE GRANTED CUSTODY OF CHILDREN WHEN MARRIAGES BREAK DOWN

Of all custody decisions settled in court[13] in 1997, mothers were awarded custody of the children in 61% of the cases, whereas fathers received custody in only 11%. Joint custody arrangements have increased considerably. In 1997, 28% of court-decided custody arrangements involved joint custody awards, compared to only 1% in 1986.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

28. GROWTH IN THE NUMBER OF LONE-PARENT FAMILIES

The large majority of lone-parent families (83% in 1996) are headed by women.

In 1996, there were 945,000 female-headed lone-parent families in Canada, representing 19% of all families with children at home (any age). This figure is almost double that of 1971, when 10% of families with children were headed by female lone parents. Lone-parent families headed by men totaled 192,000 in 1996, representing 4% of families with children, up from 3% in 1971.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

29. ONE IN TEN TWO-PARENT FAMILIES ARE "STEPFAMILIES"

In 1995, 10% of two-parent families (432,000 families in total) were families in which children were being raised by a biological parent and a step-parent. Of these stepfamilies, one in three was a blended family that included at least one other child born outside of the current union.

The Vanier Institute of the Family (2000). Profiling Canada's families II. Nepean: Vanier Institute.

[13] These figures reflect only court-ordered custody arrangements, so exclude custody decisions not submitted to the court. It is estimated that 53% of custody decisions are made without a court order (Department of Justice Canada, Child Support Team (2000). Selected statistics on Canadian families and family law. Second edition. Ottawa: Department of Justice Canada).

30. DUAL EARNER FAMILIES THE NORM

The dual-earner family has supplanted yesterday's "traditional" family (with a breadwinning husband and a stay-at-home wife) as the predominant family form. In 1997, 62% of two-parent families with children under 16 were families in which both parents worked for pay, compared to only 36% in 1976. Over the same period, the proportion of traditional two-parent families with children under 16 fell from 57% in 1976 to 26% in 1997.

Calculated from: Marshall, K. (1998). Stay-at-home dads. Perspectives on Labour and Income (Spring).

31. PROPORTION OF STAY-AT-HOME DADS INCREASES

Whereas the proportion of families with a stay-at-home mother has decreased, the proportion with a stay-at-home dad has increased. In 1997, 6% of two-parent families with children under 16 were families with a stay-at-home father, compared to only 2% in 1976.

Calculated from: Marshall, K. (1998). Stay-at-home dads. Perspectives on Labour and Income (Spring).

32. STAY-AT-HOME DADS AND STAY-AT-HOME MOMS HAVE DIFFERENT DEMOGRAPHIC PROFILES

As compared to stay-at-home mothers, stay-at-home fathers are:

- older (average age 42, as compared to 35 for stay-at-home mothers);
- less likely to have a preschool aged child (40% have at least one preschooler at home, as compared to 59% of stay-at-home mothers);
- less likely to be in management or a profession (18% of stay-at-home dads who had worked in the year prior to the survey worked in professional/managerial occupations, as compared to 25% of stay-at-home mothers); and
- less likely to have been at home for an extended period (49% had been out of the workforce for less than a year, as compared to 19% of stay-at-home mothers).

Marshall, K. (1998). Stay-at-home dads. Perspectives on Labour and Income (Spring).

C. INCOME, EARNINGS, AND FINANCIAL SECURITY

Changes in Canadians' experience in the labour force and family have occurred against a backdrop of some unsettling economic times. The last two decades have been a period of anxiety and financial uncertainty for many individuals and families. The jarring recession of 1981-1982 led many workers to begin questioning their ability to maintain a stable job and to improve their family's standard of living. The '90s, however, were an even more unnerving experience for many Canadians who, towards the end of the decade, felt that they were working harder, and for longer hours, but with not much more money in their pockets than they had 10 years earlier.

The recession of the early '90s and the subsequent period of slow and uneven recovery was a trying time. In 1989, the peak pre-recession year, unemployment was 7.5%. By 1992, the unemployment rate was 11.3 % nationally (and higher for many subgroups and in certain regions). More than 1.5 million Canadians were out of work. Younger workers and those with lower levels of education and job skills had a particularly difficult time finding and keeping jobs, but so did older workers, middle managers, health care professionals and many in the public sector. Couples in which both partners were working could better weather spells of uncertain employment and earnings; single-earner families and unattached individuals were more vulnerable to poverty and dislocation.

During the "jobless recovery" of the mid '90s, the traditional linkage between unemployment and poverty rates appeared to break down: unemployment was falling, but poverty rates remained stubbornly high. Longitudinal data indicate that almost one in four Canadians had after tax incomes at some time between 1993 and 1998 that placed them below the low income cutoff.[14] The combination of labour market changes — restructuring and lay-offs, short-term contracts and less stable and secure work — and changes to income support and social programs left many families feeling more vulnerable, with less support available in the event of unforeseen circumstances.

The late '80s and '90s also marked a time of polarization — polarization between those with good jobs and those with bad jobs, between high earners and low earners, and between those with and without skills and the opportunities to acquire them. In 1989, families in the top income quintile (the top 20 percent of income) received $11 in market income (earnings, private pensions and investments) for every $1 earned by families in the lowest quintile. By 1998, that ratio had increased to 14 to 1.[15] Although taxes and government transfers help moderate market income inequality, poverty persisted, especially among children, lone-parent families and other vulnerable populations. Concerns about child poverty, homelessness, and other indicators of social exclusion were becoming more widespread.

[14] Statistics Canada (2000). Income in Canada, 1998. Ottawa: Statistics Canada, Catalogue 75-202XIE.

[15] Ibid.

Happily, signs of a strengthening economy toward the end of the '90s provided a positive note on which to end the decade. By 2000, unemployment had dropped below 7%,[16] the lowest rate since 1976. The most recent national figures available from Statistics Canada indicate that between 1997 and 1998, after-tax family income increased 3.7%[17], with most of the increase attributable to growing market income. Gains in family income were widespread across regions and family types. In addition, it should be noted that available data on family incomes do not yet reflect the effects of recent tax and policy changes, including the effects of the National Child Benefit supplement paid to modest- and low-income families with children.

[16] Statistics Canada (2001). Canadian Statistics: Labour force, employment and unemployment [On-line table]. Available: http://www.statcan.ca.

[17] Statistics Canada (2000). Income in Canada, 1998. Ottawa: Statistics Canada, Catalogue 75-202XIE.

33. FAMILY INCOME SHOWS SOME RECOVERY

Throughout the better part of the '90s, family income in Canada remained below its pre-recession peak. Between 1989 (the peak pre-recession year) and 1993, median after-tax family income[18] declined 8% from $44,400 to $41,300. Although subsequent years showed some improvement, by 1998, median family income ($43,900) still had not recovered to its pre-recession level.

The increase in family income seen in 1998, however, was nearly 4% over 1997 levels, the largest single year increase seen in the decade. The improvement was due almost exclusively to improvements in market income (earnings from employment, private pensions and investments), which increased 5% over 1997. Improvements were noted across all family types in all provinces.

Statistics Canada (2000). Income in Canada, 1998. Ottawa: Statistics Canada, Catalogue 75-202XIE.

34. INCOME GAINS MODEST FOR SINGLE-INCOME FAMILIES

Between 1989 and 1998, families with two earners experienced the greatest income gains, particularly those without children. Dual-earner couples[19] without children experienced an increase of 10.5% in average after-tax income.[20] Dual-earner couples with children saw an increase of 6.3%. By contrast, single-earner couples with children experienced an after-tax increase of only 3.2%. Lone parents gained the least, with an increase of only 1.5% over the 10-year period.

Sauve, R. (2001). The current state of Canadian family finances — 2000 report. Nepean: Vanier Institute of the Family.

35. TWO INCOMES NECESSARY JUST TO KEEP FROM LOSING GROUND

During the '90s, two incomes appeared necessary just to maintain a family's standard of living. Between 1989 and 1998, the median after-tax[21] income of dual-earner families with children increased roughly 6%, from $49,400 to $52,100. On the other hand, the average income of a two-parent family in which only one partner had earnings fell 5% over the same period (from $37,900 in 1989 to $36,100 in 1998).

Statistics Canada (2000). Income in Canada, 1998. Ottawa: Statistics Canada, Catalogue 75-202XIE.

36. GROWING GAP BETWEEN RICH AND POOR

The income gap between Canadian families has been growing over the past two decades. In 1981, the top 20% of families received 40% of the income generated in Canada. By 1997, their share had grown to 44%. The bottom 20% of families accounted for only 2% of income in 1997, down from 4% in 1981.[22]

Ross, D., Scott, K., and Smith, P. (2000). The Canadian fact book on poverty. Ottawa: Canadian Council on Social Development.

[18] After-tax family income is from all sources including government transfers less income taxes. Data are based on economic families, comprising individuals sharing a common dwelling who are related by blood, marriage (including common-law), or adoption. Figures are in constant 1998 dollars. The median value is the point at which half of families have lower incomes and half have higher incomes. Unlike "average" family income (a measure that uses the mean score), the median is not sensitive to the very high earnings of a very few families, so yields a better representation of the earnings of the "typical" family.

[19] Non-elderly families under 65.

[20] The Sauve report uses average (mean) income as its indicator, so may show trends different from those using the median. For definitions, see note 18.

[21] See note 18.

[22] Incomes cited are before taxes and transfers. The addition of government transfers redistributes income to the lowest income families. The comparable figures after government transfers are: 1981 top quintile 38%, bottom quintile 7%; 1997 top quintile 40%, bottom quintile 7%.

BEST COPY AVAILABLE

37. FAMILIES ARE SPENDING MORE AND SAVING LESS

Between 1989 and 1999, total household spending in Canada rose 5%. The largest increases over the decade were for recreation, entertainment, education, and cultural goods and services (up 31.3%), and for medical care and health services (up 25.7%).

Meanwhile, household savings declined. In 1989, Canadian households put aside $6,250[23] in savings, including contributions to pension plans. By 1999, annual savings averaged $1,664. As a proportion of after-tax income, household savings dropped from 13% in 1989 to 3.6% in 1999.

Sauve, R. (2001). The current state of Canadian family finances — 2000 report. Nepean: Vanier Institute of the Family.

38. WOMEN'S EARNINGS IMPORTANT TO FAMILY INCOME

As the number of dual-earner families grows, the earnings of wives[24] account for a growing share of total family income. In 1997, the earnings of wives accounted for 32% of total income in dual-earner families, up from 29% in 1989, and 26% in 1967.

In 1997, 23% of wives in dual-earner families earned more than their spouses, up from 16% in 1981 and 11% in 1967. Wives were the sole earners in almost 5% of husband-wife families.

Statistics Canada (1997). Characteristics of dual-earner families. Catalogue 13-215.

39. WOMEN'S CONTRIBUTION TO FAMILY INCOME CAN MEAN THE DIFFERENCE BETWEEN POVERTY AND ADEQUATE STANDARD OF LIVING

In 1997, 200,000 dual-earner families (5% of all dual-earner families) had incomes below the low-income cutoff for that year. If the wives[25] in these families had not been employed, it is estimated that the number of dual-earner families living in poverty would have jumped to nearly 750,000, or 18% of all dual-earner families.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

40. HIGH PROPORTION OF LONE-PARENT FAMILIES LIVE IN POVERTY, ESPECIALLY THOSE HEADED BY WOMEN

In 1997, lone-parent families with children under 18 headed by women had an average annual (before tax) income of $25,400. This compares to an average annual income of $39,400 among lone-parent families headed by men, and $64,800 among two-parent families with children under 18.

These figures mean that more than half (56%) of families headed by lone mothers had incomes that fell below 1997 low-income cutoffs, as did one quarter (24%) of families headed by lone fathers. The comparable figure for two-parent families was 12%. There has been little change in the situation of lone-parent families over the past two decades: in 1980, the proportion of lone-parent families living in poverty was virtually the same as in 1997 (57% of

[23] Figures are expressed in constant 1998 dollars.
[24] Includes both married and common-law.
[25] Ibid.

lone-mother families lived in poverty in 1980, as did 25% of lone-father families).

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

41. EARNINGS OF WOMEN WITH DISABILITIES CAN BE VERY LOW

In 1994, 38% of women in Canada with disabilities who worked throughout the year (full or part time) had earnings under $15,600, placing them in the lowest earnings quintile (bottom 20%) for all earners. For comparison, 29% of women without disabilities working a full year were in the bottom quintile, as were 15% of men with disabilities working a full year, and 11% of men without disabilities working a full year.

Fawcett, G. (2000). Bringing down the barriers: The labour market and women with disabilities in Ontario. Ottawa: Canadian Council on Social Development.

42. AN INCREASED PROPORTION OF CHILDREN IN LOW-INCOME FAMILIES

An estimated 1.4 million children and young people under 18 years of age lived in low-income families in 1997, representing a child poverty rate of 19%, as compared to 15% in 1981. Children in Canada living with single mothers are five times as likely as those from two-parent families to live in poverty.

Ross, D, Scott, K. and Smith, P. (2000). The Canadian fact book on poverty 2000. Ottawa: Canadian Council on Social Development; Statistics Canada (1999, April 14). Family incomes, 1997. The Daily [On-line] Available at: http://www.statcan.ca.

43. POVERTY IS A DYNAMIC PHENOMENON

Individuals move in and out of low-income situations according to changes in family structure and labour market conditions. Although 20% of the Canadian population was in a low-income bracket for at least one year between 1993 and 1996, approximately half of them moved into a higher bracket the subsequent year. Over the longer term, only 5% remained in a low-income situation for four consecutive years.

Three groups of individuals are at particularly high risk for remaining poor over the long term: recent immigrants (landed less than 10 years), lone parents, and persons with disabilities. The probability of being in a low-income household for four consecutive years was 24% for these high-risk groups, compared to 7% for all non-elderly persons.

Drolet, M. and Morisette, R. (2000). To what extent are Canadians exposed to low income 1993-1996? Ottawa: Statistics Canada. Human Resources Development Canada, Applied Research Branch (2000). High risk factors behind poverty and exclusion. Applied Research Bulletin, 6, 1.

44. WOMEN'S EARNINGS REMAIN SUBSTANTIALLY BELOW MEN'S

In 1998, earnings of employed women in Canada averaged $22,000, 64% of men's average earnings for the same year ($34,200).

Part of the reason for women's lower earnings is that they are much more likely than men to work part time. However, even when only full-time, full-year employees are considered, the wage gap persists. In 1998, women in full-time, full-year positions earned an average of $32,600, 72% of

the average of $45,100 earned by their male counterparts.

Statistics Canada. Canadian Statistics: Average earnings by sex and work pattern [On-line table]. Available at: http://www.statcan.ca.

45. PERSONAL AND WORK-RELATED DIFFERENCES BETWEEN MEN AND WOMEN CANNOT FULLY EXPLAIN THE GENDER GAP

Even after taking into account a wide range of factors that might contribute to the wage gap (e.g., gender differences in education, work experience, full-time/part-time status, firm size, industry, occupation, marital and family status), half of the gender wage gap (51%) remains unaccounted for.

Drolet, M. (2000). The persistent gap: New evidence on the Canadian gender wage gap. Ottawa: Statistics Canada, Business and Labour Market Analysis Division.

46. WAGE GAP NARROWING

Over the past three decades, the gender wage gap has narrowed. Among full-year, full-time workers, the female to male earnings ratio in 1998 was 72%, as compared to 58% in 1967.

Statistics Canada. Canadian Statistics: Average earnings by sex and work pattern [On-line table]. Available at: http://www.statcan.ca; Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

47. WAGE GAP AMONG SELF EMPLOYED GREATER THAN IN PAID LABOUR FORCE

In 1996, own-account[26] self employed women working full time, full year earned an average of $18,900 annually, as compared to earnings of $28,000 among their male counterparts. This translates to a female to male earnings ratio of 67%.

For comparison, women in the paid labour force working full time, full year earned an average of $32,100 in 1996, as compared to $44,000 among their male counterparts, representing a female to male earnings ratio of 73%.

Hughes, K. (1999). Gender and self-employment in Canada: Assessing trends and policy implications. Ottawa: Canadian Policy Research Networks.

48. WOMEN LESS LIKELY THAN MEN TO HAVE BENEFITS COVERAGE

Due partly to their overrepresentation in part-time jobs (which often imply reduced pay and benefits), women tend to have a lower level of access to fringe benefits. In 1995, just over half of employed women in Canada (52%) were covered by medical insurance through their place of employment, compared to nearly two thirds (65%) of men. Forty-eight percent of women had a dental plan, compared to 62% of men.

Drolet, M. and Morisette, M. (1998). Recent Canadian evidence on job quality by firm size. Ottawa: Statistics Canada.

49. WOMEN'S RATE OF UNIONIZATION RISING

Union membership is generally associated with higher wages, but women traditionally have had a much lower rate of unionization than men. Over the past few decades this gap has narrowed considerably. Between 1966 and 1992, the number of women who were union members climbed from 320,000 to 1.6 million, a five-fold

[26] Without employees.

increase. Over the same period, union membership among men rose only slowly, from 1.6 million in 1966 to 2.3 million in 1992. By 1999, 31% of women were unionized as compared to 33% of men.

As a result of these trends, women represented 46% of all union members in 1999, as compared to less than 20% three decades ago.

Akyeampong, E. (1998). The rise of unionization among women. Perspectives on Labour and Income (Winter); Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

50. LOWER PENSION CONTRIBUTIONS AMONG WOMEN MEANS LOWER INCOME IN RETIREMENT

In 1997, senior women aged 65 and over had an average income from all sources of $16,000, more than $10,000 less than that of senior men. This difference results in large part from the fact that, historically, women have been less likely to be in the labour force or have had lower earnings than men, thus constraining their ability to pay into private, employer-sponsored, or public pension plans.

Given women's increased labour force participation and higher earnings over the recent past, this gap may narrow as women now in the labour force reach retirement age. In 1997, 40% of employed women were members of employer-sponsored pension plans, up from 38% in 1980. Women's level of membership in such plans is now comparable to that of men (42%). In addition, in 1997, 2.8 million women contributed to an RRSP, representing 26% of all female taxfilers, and up from only 10% in 1982. The comparable RRSP contribution rate for men in 1997 was 33%.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

51. WOMEN'S RETIREMENT INCOME MAY NEVER CONVERGE WITH MEN'S DUE TO WOMEN'S TIME IN UNPAID WORK

Women's primary role in unpaid household responsibilities means they spend less time in paid work — a reality that may limit their immediate and retirement income. Women in Canada aged 35 to 44 spend on average 38 hours per week on unpaid work, compared to 22 hours among their male counterparts. In contrast, they spend on average 27 hours per week in paid work, compared to 43 hours among men.

Statistics Canada (2000, December 11). Incomes of younger retired women. The Daily [On-line] Available at: http://www.statcan.ca.

52. LONE PARENT FAMILIES HAVE A VERY LOW LEVEL OF ACCESS TO PENSION COVERAGE

In 1995, only 22% of lone parents were contributing to a pension plan other than CPP/QPP, compared to 54% of mothers in two-parent families, and 65% of fathers in two-parent families.

The Vanier Institute of the Family (1998). From the kitchen table to the boardroom table. Nepean: Vanier Institute.

D. INDUSTRIAL AND ORGANIZATIONAL CHANGE

Changes in the nature of paid work have been occurring throughout the last century, evident in a declining proportion of employment in agriculture, resources, and manufacturing, and emergence of work in the service sector. For many firms, however, the '90s heralded an unprecedented rate of environmental change, driven by globalization, competitive pressures, and the rapid proliferation of computer-based technologies.[27] During the decade, many organizations attempted to respond to these pressures by streamlining and moving to smaller, flatter, more flexible structures believed to be better suited to operating in a rapidly changing and uncertain environment.

Ironically, organizational efforts to change with the times proved a "double-edged sword."[28] Demands for increased productivity, for faster distribution, and for innovation and responsiveness in meeting the needs of diverse clients — all while meeting shareholder expectations and remaining accountable for results — placed tremendous pressures on individuals at every rung of the organization. The existing implicit contracts between employers and employees for stable employment in return for employee efforts and loyalty appeared to break down. Workforce reductions aimed at improved efficiency had a demoralizing effect on "survivors" — but the success of the workforms that characterized the new workplace (e.g., self-directed teams, quality circles) by definition call for high levels of morale and commitment.[29] Combined, these events forced Canadian businesses to rethink how they position themselves in the marketplace, how they do business, and especially, how they manage their people.[30]

As a result, human resource issues have moved to the forefront of the agenda, as practitioners and policy makers realize that, ultimately, the success of information- and technology-driven industries will rely on the talent, motivation and skillset of their employees. The changing nature of work in general, and business in particular, therefore, provide further impetus for creating more employee-supportive workplaces as a means of motivating employees and meeting corporate objectives.

BEST COPY AVAILABLE

[27] Betcherman, G., McMullen, K., Leckie, N., & Caron, C. (1996). The Canadian workplace in transition. Kingston: Queen's University, Industrial Relations Centre.

[28] Kochan, T. & McKersie, R. (1992). Human resources, organizational governance, and public policy: Lessons from a decade of experimentation. In T. Kochan & M. Useem (Eds.), Transforming organizations. New York: Oxford, 3-14.

[29] Mohrman, S., Cohen, S. & Mohrman, A. (1995). Designing team-based organizations: New forms for knowledge work. San Francisco: Jossey-Bass.

[30] Duxbury, L., Higgins, C. and Johnson, K. (1999). An examination of the implications and costs of work-life conflict in Canada. Ottawa: Health Canada.

53. RISING EMPLOYMENT IN SERVICE SECTOR INDUSTRIES

Between 1976 and 1996, service producing industries grew from 67% of employment in Canada to 75%, primarily in the areas of consumer (e.g., retail, recreation, food and accommodation, personal services) and business services (e.g., finance, real estate and services to business management).

During the year 2000, for every additional worker in goods-producing industries, 10 were added to the service sector.

Heisz, A. and Cote, S. (1998). Job stability. Perspectives on Labour and Income (Winter); Statistics Canada (2001, January 17). Labour force update: Year-end review 2000. The Daily [On-line] Available at: http://www.statcan.ca.

54. SERVICE SECTOR JOBS LESS LIKELY TO BE FULL-TIME JOBS

In 1997, only 77% of service jobs were full time, as compared to 92% in the goods-producing sector. Nine in 10 part-time workers are employed in service industries.

Crompton, S. and Vickers, M. (2000). One hundred years of labour force. Canadian Social Trends (Summer).

55. EMPLOYMENT GROWTH MOST RAPID IN "KNOWLEDGE-INTENSIVE" INDUSTRIES

Between 1971 and 1991, employment in "knowledge-intensive" industries (i.e., those with high levels of R&D activity, high-skill occupations, and highly educated workforces) grew by an average of 4.2% annually, compared to 1.7% and 2.2% annual growth in medium- and low-knowledge industries respectively.

Despite rapid growth, however, high-knowledge industries still represented only a small share of the business sector (15% of employment across all industries).

Gera, S. and Masse, P. (1996). Employment performance in the knowledge-based economy. Ottawa: Human Resources Development Canada, Applied Research Branch.

56. WHITE COLLAR OCCUPATIONS PREDOMINATE

Between 1971 and 1995, the proportion of white collar workers increased from 53% to 68% of the Canadian workforce. The proportion of blue collar workers declined from 47% to 32% over the same period.

Human Resources Development Canada, Applied Research Branch (1998). Structural change and employment in Canada: Knowledge in the driver's seat. Applied Research Bulletin, 3, 1.

57. MAJORITY OF PRIVATE SECTOR EMPLOYEES WORK FOR SMALL- OR MEDIUM-SIZED FIRMS

In 1997, small- and medium-sized firms accounted for 60% of commercial employment[31] in Canada: firms with fewer than 20 employees accounted for 25% of employment; firms with 20 to 99 employees, 19%; and firms with 100 to 499 employees accounted for 16% of employment. The remaining 40% of employment was accounted for by large firms with 500 or more employees.

Drolet, M. and Morisette, M. (1998). Recent Canadian evidence on job quality by firm size. Ottawa: Statistics Canada.

[31] Excludes workers in agriculture, fishing and trapping, and those in government and quasi-governmental organizations (e.g., health, education, welfare services).

58. PAY AND PENSION COVERAGE LOWER IN SMALLER FIRMS

In 1997, men and women working in large private sector firms (500 or more employees) earned 15 - 20% higher wages than those working in smaller firms. Pension plan coverage was four times higher in large firms than in small.

Drolet, M. and Morisette, M. (1998). Recent Canadian evidence on job quality by firm size. Ottawa: Statistics Canada.

59. DOWNSIZING AND "RE-ENGINEERING" THE PREDOMINANT FORM OF ORGANIZATIONAL CHANGE DURING THE EARLY '90S

A Canada-wide survey of 750 business establishments and their employees conducted in 1996 indicated that downsizing and re-engineering[32] were the predominant forms of organizational change during the three years prior to the survey. Although nearly half of the establishments (43%) reported no change at all during that period, downsizing was reported by 25% of establishments, and re-engineering by 31%.

When change is measured in terms of the number of employees affected, however, its magnitude is much greater than when measured in terms of establishments. Although 43% of establishments reported no change, these establishments consisted primarily of small firms, and combined, accounted for only 13% of employment. On the other hand, the 25% of establishments that reported having downsized represented over half of employment (51%); and the 31% of establishments that re-engineered accounted for fully two thirds (66%) of employment at the time of the survey.

Statistics Canada & Human Resources Development Canada (1998). The evolving workplace: Findings from the Pilot Workplace and Employee Survey. Ottawa: Minister of Industry.

60. TECHNOLOGICAL COMPLEXITY OF WORK ESCALATES

In a 1996 survey of 1,960 employees working in 750 business establishments across Canada, 60% of respondents reported that the technological complexity of their jobs had increased over the 12 months prior to the survey.

Statistics Canada & Human Resources Development Canada (1998). The evolving workplace: Findings from the Pilot Workplace and Employee Survey. Ottawa: Minister of Industry.

61. PRIMARY MEANS OF LEARNING COMPUTING SKILLS IS ON THE JOB

In 1998-99, an estimated 24% of business establishments, accounting for 37% of paid employees in Canada, implemented a new major software application or hardware installation. When employees of these establishments were asked how they acquired their computing skills, 45% reported they had taught themselves, and a nearly equal proportion (44%) said they had received on the job training by coworkers, supervisors and other resource people. Only 23% of respondents reported having received formal employer-paid training.

Statistics Canada (2001, February 19). Workplace and Employee Survey 1999. The Daily [On-line] Available at: http://www.statcan.ca.

[32] Re-engineering refers to the redesign of work processes to improve performance.

62. HALF OF CANADIAN BUSINESS ESTABLISHMENTS OPERATE IN A VERY COMPETITIVE ENVIRONMENT

Preliminary data from a 1996 survey of 750 establishments across Canada indicate that half of establishments (50%) face over 20 competitors in their most significant market. High levels of competition are most likely in industries such as real estate (75% of establishments in this industry have more than 20 competitors) and business services (64%) where a large number of small establishments serve a large number of customers.

Statistics Canada & Human Resources Development Canada (1998). The evolving workplace: Findings from the Pilot Workplace and Employee Survey. Ottawa: Minister of Industry.

63. ORGANIZATIONS REPORT SKILLS SHORTAGES IN KEY AREAS

Eighty-three percent of human resource executives surveyed in a 1999 study of medium- and large-sized Canadian companies reported that their firms were experiencing shortages of skilled labour. The most notable shortages were in non-entry-level technical positions: 93% of respondents indicated that they were having difficulty finding experienced tradespersons, scientists, engineers and technicians. In addition, 60% reported shortages of experienced middle managers.

Murphy, S. (2000). What to do before the well runs dry. Ottawa: Conference Board of Canada.

64. RECENT IMMIGRANTS HELP MEET DEMAND FOR SKILLED INFORMATION TECHNOLOGY WORKERS

Between 1991 and 1996, recent immigrants accounted for one third of all newly created employment in Canada in computer engineering, programming, and systems analysis.

Zhao, J. (2000). Brain drain and brain gain: The migration of knowledge workers from and to Canada. Education Quarterly Review, 6, 3, 8-35.

65. EMPLOYEES COPE WITH THE RAPID RATE OF CHANGE

Results from a representative survey of 1,000 employees across Canada indicated that the greatest workplace challenge facing respondents was the need to stay on top of change:

- 55% of workers reported that they felt stressed, and had too much to do in too little time;
- 46% found "simply keeping up to date" was their biggest challenge;
- 20% were concerned about losing their jobs;
- 40% reported that their résumés were always up to date.

Angus Reid Group (1997). Workplace 2000: Working toward the millennium. Angus Reid Group. Available at: http://www.angusreid.com.

66. VALUE PLACED ON HUMAN RESOURCE MANAGEMENT VARIES BY INDUSTRY AND ESTABLISMENT SIZE

Preliminary data from Statistics Canada indicate that one in five business establishments in Canada consider human resource management to be crucial or very important to their business operations. Emphasis on HR strategies (e.g., improving employee training, participation and work processes, enhancing labour-management relations) is more common in establishments that are large (roughly 50% of establishments with 100 or more employees rate HR strategies as crucial or very important, compared to 34% of those with 20-99 employees, and 17% of small establishments with fewer than 20 employees). HR strategies are extensively reported by the communications industry (92% view HR strategies as very important or crucial) and finance/insurance industries (83%).

Statistics Canada & Human Resources Development Canada (1998). The evolving workplace: Findings from the Pilot Workplace and Employee Survey. Ottawa: Minister of Industry.

E. WORK STRUCTURE AND WORK TIME

The industrial and organizational changes described in the previous section have contributed to changes in work time and changes in the structure of work itself. Production pressures, a burgeoning service industry and a growing need for round-the-clock services have led to growth in non-day shifts for some employees and a tendency toward longer work hours for others. Long work days or unpredictable shift schedules can be particularly disruptive for employees and detract from the pleasures of parenting and the simple enjoyment of family life.

Of equal or greater concern to individuals and families, however, is the apparent erosion of the standard model of a full-time permanent "job for life." As organizations move toward "just in-time production," we tend also to see "just-in-time labour" in the form of increased reliance on non-standard work arrangements, such as temporary and contract work, part-time work, self-employment, and multiple job holding. Traditionally, such arrangements have been associated with short-term, unstable work and reduced or precarious earnings. Applying such descriptors to all non-standard jobs, however, may mask the diversity within this category. Not all non-standard jobs are "bad" jobs. Recent evidence suggests that non-standard workers include women and men of all ages and levels of education in many different occupations and industries.[33] A proportion of highly skilled workers may be choosing such arrangements in order to have greater variety in the course of their careers, opportunities to develop a range of skills, and more control over the work that they do.

Recently, Graham Lowe and associates with The Canadian Policy Research Networks analysed Labour Force Survey data to gauge the extent of non-standard work in Canada.[34] They started with the population of all paid employees, and then pared down this number by successively removing those employees whose jobs had "non-standard" characteristics. Their analysis indicated that of all Canadians who worked in 1998:

- 82% worked as paid employees (18% were self-employed)
- 73% worked as paid employees in permanent jobs
- 62% worked as paid employees in permanent jobs that were full time
- 54% worked as paid employees in one job that was permanent, full time, and of six or more months' duration

In other words, the "standard" model of a full-time permanent job described only roughly half of workers in Canada. This leaves 46% of the workforce in some form of non-standard work. Moreover, the authors caution that the structural categories we use to define non-standard work (i.e., temporary, self-employed, etc.) may convey only limited information about the reality of workers' experiences: they fail to capture within-category diversity (e.g., a temporary employee may be a technical consultant or a hairdresser); individuals may have "multiple addresses" across categories (e.g., they are employed on contract and work part time); categories may shift over time. The authors argue that a

[33] Grenon, L. & Chun, B. (1997). Non-permanent paid work. Perspectives on Labour and Income (Autumn).

[34] Lowe, G., Schellenberg, G. & Davidson, K. (1999). Re-thinking employment relationships. Ottawa: Canadian Policy Research Networks.

deeper understanding of the nature of today's work world requires an analysis of the quality of the employment relationship. What makes a difference to employees and their families is the degree of security associated with the job, the availability of benefits, training and advancement opportunities, employee control over workload and scheduling, and the perceived value of one's participation in the employment relationship. To date, we know very little about the extent to which non-standard work arrangements provide for these needs.

These changing work patterns have implications for all workers, but particularly for women. Although women now represent nearly half of the labour force, women and men remain segregated in terms of labour market location. Women are over-represented in non-standard work arrangements: 57% of women hold non-permanent jobs, as compared to 43% of men;[35] 28% of women work part time, as compared to only 10% of men, and for the past 20 years, women have consistently represented nearly three quarters of the part-time workforce.[36] These figures raise important questions about the implications of changing labour market structures in terms of equality, income security, and equitable access to benefits and training opportunities.

ERRATUM

P. 36 In the last paragraph, the sentence beginning:

"Women are over-represented in non-standard work arrangements..."

Should read:

"Women are over-represented in non-standard work arrangements: 57% of non-permanent workers are women; 28% of women work part time, as compared to only 10% of men, and for the past 20 years, women have consistently represented nearly three quarters of the part-time workforce."

This correction has been made in the Internet version of the report.

[35] Grenon, L. & Chun, B. (1997). Non-permanent paid work. Perspectives on Labour and Income (Autumn).

[36] Statistics Canada. (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

67. "NINE TO FIVERS" IN THE MINORITY

In 1995, only one in three Canadians (33%) worked a permanent full-time 9 to 5 job.

Lipsett, B. and Reesor, M. (1997). Flexible work arrangements. Ottawa: Human Resources Development Canada, Applied Research Branch.

68. GROWTH IN NON-STANDARD WORK, PARTICULARLY AMONG WOMEN

The proportion of workers in non-standard work arrangements — including part-time work, temporary work, self-employment, and multiple job holding — has continued to grow throughout the '90s. In 1999, 41% of employed women worked in one of these non-standard work categories, up from 35% in 1989. Although the proportion of men working in non-standard arrangements also has grown over this period, men are still less likely than women to hold non-standard jobs (only 29% of men worked non-standard jobs in 1999, up from 22% in 1989).

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

69. PART-TIME WORK IS "WOMEN'S WORK"

In 2000, 28% of employed women in Canada worked part time (fewer than 30 hours per week), compared to 10% of employed men. For the past 25 years, women have consistently accounted for 70% of Canada's part-time workforce.

Statistics Canada (2001). Canadian Statistics: Full-time and part-time employment. [On-line table]. Available at: http://www.statcan.ca: Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

70. MANY WOMEN WHO WORK PART TIME DO SO FOR FAMILY REASONS

In 1999, 73% of part-time workers in Canada reported that they worked part time voluntarily and did not want full-time work. The reasons given for preferring part-time work differ with gender. Although "personal preference" is the most popular reason for both sexes (44% of men and 45% of women aged 25 to 54 give this response), family responsibilities are a close second for women: 44% of women in this age range work part time in order to care for their children, elderly relatives, or for other family related reasons. In contrast, fewer than 10% of men cite family reasons for working part time.

Marshall, K. (2000). Part-time by choice. Perspectives on Labour and Income (November).

71. PART-TIME WORK MEANS LOWER HOURLY RATE

In 1999, the Canadian average hourly earnings for full-time workers (30 or more hours per week) aged 25 and over were $16.00; voluntary part-timers averaged $14.50; and involuntary part-timers earned an hourly average of $12.00.

Marshall, K. (2000). Part-time by choice. Perspectives on Labour and Income (November).

72. RISE IN SELF-EMPLOYMENT

The number of self-employed in Canada has more than doubled in the past 20 years. In 1998, nearly 2.5 million Canadians reported being self-employed, accounting for 16% of the labour force.

Men are more likely than women to be self employed. In 1997, 21% of men in the Canadian

labour force were self employed, as compared to 14% of women.

Lin, Z., Yates, J., and Picot, G. (1999). Rising self-employment in the midst of high unemployment: An empirical analysis of recent developments in Canada. Ottawa: Statistics Canada; Hughes, K. (1999). Gender and self-employment in Canada: Assessing trends and policy implications. Ottawa: Canadian Policy Research Networks.

73. SELF EMPLOYED MEN AND WOMEN SHOW "TRADITIONAL" OCCUPATIONAL SEGREGATION

As in the labour force in general, self-employed women tend to cluster in "pink collar" work: in 1997, 44% of own-account[37] self-employed women worked in clerical or service activities, compared to 8% of men. Self-employed men tend to work in manual areas: in 1997, 37% of own-account self-employed men worked in construction, transportation or manufacturing fields, compared to 6% of women.

Hughes, K. (1999). Gender and self-employment in Canada: Assessing trends and policy implications. Ottawa: Canadian Policy Research Networks.

74. MEN USE NON-STANDARD WORK FOR "RETIREMENT SMOOTHING"

Trends suggest that, for some men, self-employment or part-time work may smooth the transition to retirement. A recent labour force analysis used historic data to select groups of employed men at five-year age intervals to observe changes in the incidence of self-employment and part-time work. In 1988, when the group selected was 55 to 59 years of age, 26% were self employed. The proportion increased to 37% in 1993 (age 60 to 64); and in 1998 (age 65 to 69), fully 60% of the members of this cohort who were still in the labour force were self employed. The comparable proportions for part-time work were: 6% at age 55 to 59; 13% at age 60 to 64; and 30% among employed men aged 65 to 69.

Walsh, M. (1999). Working past age 65. Perspectives on Labour and Income (Summer).

75. SHIFTWORK ON THE RISE

In 1995, 3.5 million workers, representing 32% of Canada's paid labour force, worked some form of non-day or rotating shift, up from 3 million in 1991. Men and women work shift in roughly equal proportions: in 1995, 1.9 million men (33% of employed men) and 1.6 million women (32% of employed women) worked shift.

One third of shiftworkers, whether male or female, are parents of children under 16.

Johnson, K. (1997). Shiftwork from a work and family perspective. Ottawa: Human Resources Development Canada, Applied Research Branch.

76. NON-DAY SHIFTS AFFECT NEARLY HALF OF DUAL-EARNER COUPLES WITH CHILDREN

When the couple is used as the unit of analysis, shiftwork can be seen to have a greater reach than when looking only at individuals. In 1995, 45% of dual-earner couples with children under 16 included at least one spouse who worked a non-day shift.

Johnson, K. (1997). Shiftwork from a work and family perspective. Ottawa: Human Resources Development Canada, Applied Research Branch.

[37] Without employees.

77. INCREASE IN TEMPORARY WORK

The proportion of workers with temporary jobs (i.e., jobs with a specified end date) increased slightly during the early '90s. In 1994, 9% of paid workers held temporary or contract jobs, up from 8% in 1989.

Workers in temporary jobs are more likely to be young, single, or female than are workers in permanent jobs, and have shorter job tenure. They also have a much lower level of access to health, dental, and vacation benefits, and earn a lower hourly rate ($12.70 per hour in 1995, as compared to $15.39 for permanent workers).

Grenon, L. and Chun, B. (1997). Non-permanent paid work. Perspectives on Labour and Income (Autumn).

78. PROPORTION OF MULTIPLE JOB-HOLDERS SLOWLY GROWING

The proportion of the labour force working more than one paid job has increased slightly over the past decade, with most of the growth accounted for by women. Between 1987 and 1999, the proportion of women holding more than one job increased from 4% of the labour force to 6%. In contrast, the proportion of men working more than one job remained at roughly 4% over the same period. By 1999, women accounted for 52% of all "moonlighters," compared to only 42% in 1987.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

79. WORK HOURS SHOW POLARIZATION

Over the last two decades, the proportion of employees working 35 to 40 hours has declined, while the proportions working longer or shorter weeks has increased. In 1998, only 41% of workers put in 35- to 40-hour workweeks, compared to 50% in 1980. At the ends of the spectrum, the proportion of employees working short weeks (0 to 34 hours) increased from 34% in 1980 to 38% in 1998, and the proportion working long weeks (41 or more hours) grew from 17% to 21% of the labour force.

Men outnumber women at the long hours end of the distribution: men are more likely to work between 35 and 40 hours (in 1998, 43% of men as compared to 39% of women) and are much more likely to work long weeks of 41 or more hours (29% of men as compared to 12% of women).

In 1998, 6% of men and 1% of women worked 60 hours per week.

Hall, K. (1999). Hours polarization at the end of the 1990s. Perspectives on Labour and Income (Summer).

80. OVERTIME WORK PREVALENT

Over 1.9 million paid workers in Canada, representing 17% of the workforce, worked overtime in a typical week in 1997. More than half (53%) were not paid or otherwise compensated for this work.

Men account for almost two in three overtime hours. They are also more likely to be paid for their overtime: in 1997, roughly half of the 1.2 million men with overtime in the average week were remunerated, as compared to one in three of the 730,000 women.

Overtime is linked to occupation. Half of all persons reporting overtime were in professional, managerial or administrative occupations. Teaching professions had the highest rate of

overtime (28% reported overtime work — and 95% were not paid for this work). The lowest rate of overtime (8%) was reported by workers in selected services (protective services, food/beverage, accommodation, personal services, janitors, labourers).

Duchesne, D. (1997). Working overtime in today's labour market. Perspectives on Labour and Income (Winter).

81. THE MAJORITY OF WORKERS IN CANADA ARE SATISFIED WITH THEIR HOURS

Two thirds of workers in Canada (67%) are satisfied with the number of hours they work. Most of those who are not satisfied would prefer more hours for more pay, rather than a reduction in hours. Workers most likely to want more hours (27% of the workforce) are young, have low levels of education and skills, low seniority, temporary work status, and work short hours. Those most likely to want fewer hours (6% of the workforce) are professionals and managers with high levels of education, high hourly wage rates, greater seniority, permanent job status and already work long hours.

Drolet, M. and Morisette, R. (1997). Working more? Working less? What do Canadian workers prefer? Ottawa: Statistics Canada.

F. CHILD CARE AND CAREGIVING FOR OTHER FAMILY MEMBERS

Employees' ability to integrate their work and non-work roles is in no small part determined by the extent to which they feel confident that dependent family members are comfortable and well cared for in their absence. As women continue their attachment to the paid labour force, much of the unpaid caring work that women have traditionally assumed — care for children, for older family members, and for those with acute illnesses or long-term disabilities — has been redistributed. In some instances, spouses, older children, or extended family members have adjusted their allocations of time to increase their share of caregiving. A large share of caregiving, however, has fallen to the market and the community, as employees with dependent care needs turn to individuals and agencies who provide care, early education and support, either as a public or remunerated service. This growing demand has placed considerable pressures on the providers of care, and has generated concerns about the availability, affordability, and quality of child care, home care, and related services to families.

This section of the compendium provides statistics in three areas related to the above issues. The first area pertains to child care. Providing economic security for one's family and meeting the needs of children for consistent, nurturing care are critical, but often conflicting, roles. They are functions for which parents have primary, but not private, responsibility as there is growing awareness that child care serves a number of important economic and social functions, only one of which is to allow parents to participate in the labour force. Current thinking embraces a more universal approach that recognizes high quality early childhood education for all children as an investment in our future workforce and an important component of an effective population health and human development strategy.[38] This perspective is reflected in recent efforts by federal, provincial and territorial governments to frame a comprehensive National Children's Agenda[39] to guide public policy development and to mobilize community capacity building related to the care and support of children and families.

The second topic is eldercare. Senior family members have many functions, and are as often on the giving as receiving end in families — providing financial assistance, perspective, affection, and advice to their adult children and grandchildren. In turn, younger family members provide care and companionship. Blending paid work with the care of older family members, however, is likely to become a significant challenge for many individuals as the population ages. Between 2000 and 2026, the number of Canadians aged 65 and over is projected to double from roughly four million to nearly eight million: by mid-century seniors will represent one quarter of the population.[40] The unprecedented growth in the size of this cohort is likely to place considerable pressures on public resources devoted to health and caring services, and a growing need for informal care and support from, and for, family members.

[38] Sen, A. (2000). Development as freedom. Anchor Books.

[39] Information about the National Children's Agenda is available at: http://socialunion.gc.ca.

[40] Statistics Canada (2001, March 13). Population projections 2000 to 2026. The Daily [On-line]

Finally, this section includes a number of points that examine caregiving from the perspective of the providers. Child care, home care, and related services are labour intensive and, in many instances, the rapid increase in demand has outpaced the ability of these sectors to cope. Many service providers have had difficulty meeting community demand for high quality care in the face of funding constraints and health care restructuring. As a result, low wages, recruitment and retention challenges, and real concerns about the financial viability of good programs have become serious issues in the child care sector.[41] In the home care sector, stress and burnout have contributed to a high rate of turnover and less consistent and stable support for those who depend on this care.[42]

Looking at caring from both the demand and supply side helps us to see the interconnections and helps us to view dependent care in its full context. When workers experience difficulty blending paid work with the care of family members, many are affected: those who are cared for; other family members who pitch in or are adversely affected when "emergencies" occur; employers and co-workers when workdays are lost or when employee performance suffers. Similarly, human resource issues such as stress and turnover in caring occupations have broader ramifications, including additional stresses on families who must make alternative care arrangements and compromised quality, consistency and stability of care for those who receive it.

[41] Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). You bet I care! A Canada wide study on wages, working conditions, and practices in child care centres. Guelph: University of Guelph, Centre for Families, Work, and Well-Being.

[42] S. Neysmith (Ed.) 2000. Restructuring caring labour: Discourse, state practice, and everyday life. Don Mills: Oxford University Press.

82. TWO MILLION CANADIAN CHILDREN ARE INVOLVED IN NON-PARENTAL CARE WHILE PARENTS WORK OR STUDY

The most recent data available from the National Longitudinal Survey of Children and Youth (NLSCY) indicate that in 1996-97, nearly 2 million Canadian children under 12 years of age were involved in some form of non-parental child care (excluding time spent in kindergarten or school) while both parents or a lone parent worked or studied. Almost one quarter of infants under 1 year of age were regularly involved in a non-parental care arrangement while parents worked or studied, as was the case for nearly half (46%) of children aged 1-5 years, and a similar proportion (44%) of children aged 6-11. In order to cover all of parents' work hours, roughly one third of children[43] were cared for by more than one provider, sometimes in different locations.

Special tabulation by the Canadian Council on Social Development from Statistics Canada's NLSCY 1996/1997 share file; with additional information from the Canadian Council on Social Development, The progress of Canada's children: Into the millennium, 1999-2000.

83. WHERE ARE THE CHILDREN?

NLSCY data indicate that, in 1996-97, the majority of preschool age children 0-5 years (55%) were cared for in someone else's home; 25% were cared for in their own home; and less than one fifth (19%) attended a child care centre or before- and after-school program (15% of children under 3 and 22% of children 3-5 years old). Relatives were the main providers of care for 24% of children in the 0-5 age group, either in the child's home or in the relative's home.

School age children 6 to 9 years of age were less likely than preschoolers to be cared for in someone else's home and more likely to be cared for by older siblings. Just over 40% of school age children who received non-parental care while their parents worked or studied were cared for in someone else's home; 20% were looked after primarily by an older sibling; 20% were cared for in their own home by someone other than a sibling; and 16% attended a centre or before- and after-school program. Relatives (other than siblings) were the main providers of care for almost 17% of children in this age group, either in the child's home or the relative's home.

Sibling care was the most common arrangement for older school age children 10 to 11 years: 42% of children who were in some type of non-parental care arrangement were looked after primarily by an older sibling, and 22% regularly took care of themselves while their parents worked or studied.[44]

Special tabulation by the Canadian Council on Social Development from Statistics Canada's NLSCY 1996/1997 share file; with additional information from the Canadian Council on Social Development, The progress of Canada's children: Into the millennium, 1999-2000.

84. ONLY A MINORITY OF PRESCHOOLERS ARE IN LICENSED CARE SETTINGS

In 1996-97, less than one third (29%) of preschool children 0-5 who received non-parental care while parents worked or studied

[43] This figure is based on 1994-95 NLSCY data.

[44] .The numbers reported here refer to the "primary child care arrangement" used on a regular basis, typically the one that is used for the greatest number of hours per week.

were in licensed or regulated child care. Care by an unrelated, unlicensed provider was the most common arrangement used for these children, typically on a full-time basis.

Special tabulation by the Canadian Council on Social Development from Statistics Canada's NLSCY 1996/1997 share file.

85. NON-PROFIT CENTRES ACCOUNT FOR MAJORITY OF LICENSED SPACES IN CANADA

In 1998, there were roughly 517,000 licensed/regulated full- and part-time spaces in Canada for children 0-12 years of age, up from 372,000 spaces in 1992. Approximately 446,400 regulated spaces (86%) were in centre-based settings, such as child care centres, preschools, and after-school programs. The remainder (70,300 spaces) were in licensed family day care homes.

The majority of growth in centre-based spaces has occurred in the non-profit sector. In 1998, non-profit centres accounted for the large majority of centre spaces (77%), up from 51% in 1979 and 70% in 1992. Only a very small percentage of non-profit centres are operated directly by government (mainly at the municipal level). The rest are operated as stand-alone programs or are affiliated with an organization such as a school, post-secondary institution, the YW/YMCA, or a workplace or religious organization.

There are substantial differences among the provinces and territories in centre auspice. In 1998, more than 80% of centre spaces were provided in the not-for-profit or public sectors in Quebec, Ontario, Manitoba, Saskatchewan, and the Northwest Territories. In Alberta and Newfoundland, non-profit or public sectors accounted for only 40% of centre spaces.

Human Resources Development Canada, Employability and Social Partnerships Division. Status of day care in Canada, 1995 and 1996; Childcare Resource and Research Unit (2000). Early childhood care and education in Canada: Provinces and territories, 1998.

86. NUMBER OF LICENSED SPACES FALLS SHORT OF NEED

Between 1971 (when data were first collected on child care spaces) and 1990, the annual rate of growth in regulated spaces typically ranged between 10% and 16%, as increasing numbers of mothers of young children entered, and remained in, the labour force. Between 1990 and 1998, the annual rate of growth slowed to an average of roughly 5% per year. While the number of licensed child care spaces increased by 145,200 between 1992 and 1998, the number of children 0-12 years of age with mothers in the labour force increased by almost 489,000. By 1998, there were more than 3.3 million children in Canada aged 0-12 with mothers in the labour force, and 517,000 licensed spaces.

Human Resources Development Canada, Employability and Social Partnerships Division. Status of day care in Canada, 1995 and 1996; Childcare Resource and Research Unit (2000). Early childhood care and education in Canada: Provinces and territories, 1998.

87. FINANCIAL COSTS OF CHILD CARE ARE HIGH

Child care is potentially one of the more expensive items in the budgets of young families. In 1998, average monthly full fees for centre-based care were $531 per month for

infants (0-17 months), $477 for toddlers (18-35 months) and $455 per month for preschoolers (3-5 years). In some provinces, average fees were considerably higher, comparable to the cost of tuition for a full-time university student. The cost of regulated home-based care is not much lower. Data obtained from a 1999 sample of providers in 7 jurisdictions indicated that full-time fees in licensed family day care were comparable to centre fees, especially for younger children. Average monthly fees for an infant in full-time care were $450; fees for a child 3 years of age averaged $419. Care outside of school hours for a 7-year old child ranged from $8.00 to $15.00 per 4-hour day, averaging $275 per month.

Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). You bet I care! A Canada wide study on wages, working conditions, and practices in child care centres. Guelph: University of Guelph, Centre for Families, Work, and Well-Being; Doherty, G., Lero, D., Goelman, H., Tougas, J., & LaGrange, A. (2000). You bet I care! Caring and learning environments: Quality in regulated family child care across Canada. Guelph: University of Guelph, Centre for Families, Work and Well-Being.

88. ELIGIBILITY THRESHOLDS FOR CHILD CARE SUBSIDIES REMAIN LOW

Provincial fee subsidies for low-income parents are available in every jurisdiction, but have been set at relatively low levels that, in most provinces, have not increased since 1992. Data for 1998 indicate that in most provinces (all but one jurisdiction)[45] the cut off for qualifying for a full fee subsidy for a single parent with one child was a net annual income ranging from $9,960 to $20,520, with partial fee subsidies available for single parents with net incomes ranging from $18,240 to $31,920, but most often in the range of $25,000 to $28,000. Once the eligibility ceiling is reached, parents are expected to pay the full fee. In 1998, 31% of children in regulated care were subsidized, down from 36% in 1992.

Childcare Resource and Research Unit (2000). Early childhood care and education in Canada: Provinces and territories, 1998.

89. CHILD CARE IS COSTLY FOR PROVIDERS TOO

Child care is a labour intensive occupation, and parent fees don't cover all the costs that are required to provide quality care. Other than in Quebec, the proportion of centre budgets that comes from public funding through recurring grants, such as operating grants and wage enhancements, averages less than 18%. Between 1991 and 1998, direct government funding to centres, other than fee subsidies, was reduced or eliminated in six jurisdictions.

Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). You bet I care! A Canada wide study on wages, working conditions, and practices in child care centres. Guelph: University of Guelph, Centre for Families, Work, and Well-Being

90. FINANCIAL STABILITY A CONCERN FOR CENTRE ADMINISTRATORS

A 1998 survey of 848 child care centres across Canada asked directors what had been the most pressing issues facing them in the previous year. Financial worries were the predominant theme: 38% of directors said the most pressing issue was financial stability and worries about the centre's budget; 27% were concerned with providing adequate staff salaries and benefits; 23% mentioned low enrolments and increases in

[45] Quebec's shift to $5.00/day child care reduces the need for subsidies for all but the lowest income families.

part-time enrolments; and 21% were concerned with recruitment, retention, and finding enough money to train existing staff.

Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). You bet I care! A Canada wide study on wages, working conditions, and practices in child care centres. Guelph: University of Guelph, Centre for Families, Work, and Well-Being.

91. STAFF WAGES REMAIN AN ISSUE FOR CHILD CARE WORKERS

A 1998 survey of 848 child care centres across Canada provided information that enabled comparisons to be made with data from a similar study conducted in 1991. Between 1991 and 1998, the purchasing power of teachers' salaries had declined or remained stagnant in all but three provinces, two of which had introduced wage enhancement grants during the intervening seven-year period. In 1998, the average annual salary for full-time teachers, most of whom had at least two years of post-secondary early childhood education training, was $22,717, with an average hourly rate of $11.62.

The teachers surveyed indicated that working with children and contributing to their development were rewarding aspects of the job, but that poor pay and lack of respect for the work that they did were major negative factors. When asked, "If you were choosing a career now, would you choose child care again?", only 44% of teachers responded yes. When this question had been posed in 1991, 82% of respondents had indicated they would choose a career in child care again.

Doherty, G., Lero, D., Goelman, H., LaGrange, A., & Tougas, J. (2000). You bet I care! A Canada wide study on wages, working conditions, and practices in child care centres. Guelph: University of Guelph, Centre for Families, Work, and Well-Being.

92. NUMBER OF WORK-RELATED CHILD CARE CENTRES GROWING

Although they still account for a minority of centre-based spaces, the number of child care facilities sponsored by an employer, union, or an employee group has nearly doubled in the last decade. In 2000, there were 338 work-related child care centres in Canada, up from 176 in 1991.

Recently, the Labour Program of Human Resources Development Canada sampled 51 of these facilities and reported the following characteristics:

- 70% of the centres sampled were located on the worksite — the remaining 30% were typically nearby, often across the street or within a few blocks of the workplace;
- 55% of those sampled were sponsored by the public sector, 41% the private sector, 4% were joint private/public ventures; and
- over 80% were sponsored by a large employer (more than 500 employees)

Findings also indicated that centres were not provided only by employers with female-dominated workforces. Roughly one third of the centres studied were provided by employers or unions in organizations with predominantly male workforces and another third provided services to a workforce that was evenly divided between male and female employees.

Human Resources Development Canada, Labour Program. Work-related child care centres in Canada — 2001. Available at: http://www.labour.hrdc-drhc.gc.ca.

93. EMPLOYEE ELDERCARE RESPONSIBILITIES GROWING

Findings from a nationally representative employee survey conducted in 1999 indicate that one in four Canadian employees reports that they or others in their households provide care or support to an elderly family member or friend. This proportion is up from that reported a decade ago when this survey was first conducted: in 1989, one in five employees reported caregiving responsibilities in their household. The most common forms of support provided to elders were visits (88% of eldercare providers said they paid visits to the person); transportation (85%); and assistance with shopping (79%). One quarter of employed caregivers provided personal care, such as dressing, bathing or feeding.

MacBride-King, J. (1999). Caring about caregiving: The eldercare responsibilities of Canadian workers and the impact on employers. Ottawa: Conference Board of Canada.

94. HALF A MILLION CANADIANS IN RECEIPT OF FORMAL HOME CARE SERVICES

Information obtained from Statistics Canada's National Population Health Survey 1994-95 indicates that half a million (523,000) Canadians received support from formal home care services[46] in the 12-month period covered by the survey. Almost two thirds of care recipients (64%) were seniors age 65 and over, while the remaining third were adults aged 18-64 years.

Statistics Canada (July 24, 1998). Home care in Canada. The Daily (Catalogue no. 71-005-XPB) [On-line]

95. STRESS AND HEALTH PROBLEMS REPORTED BY HOME CARE WORKERS

A recent study explored occupational health issues in a sample of 890 employees working in three not-for-profit home care agencies. Almost 28% of the total sample of home care workers described their jobs as stressful or very stressful (including 71% of managers, supervisors, and coordinators), and 36% reported feeling "burned out" during the month prior to the study. When compared to a national sample of employed women age 20-64 from the 1994-95 National Population Health Survey (NPHS), employees of the home care agencies were found to report higher incidences of allergies, asthma, arthritis, back problems, high blood pressure and migraines. Home care workers also had higher rates of illness resulting in absence from work, and three times the rate of work-related injury compared to the NPHS sample. Whereas some of the difference in illness and injury rates can be explained by differential rates of exposure and the consequences of lifting among health professionals and visiting homemakers, workplace stresses appeared to play a key role as well.

Denton, M.A., Zeytinoglu, I.U., Webb, S. and Lian, J. (1999). Occupational health issues among employees of home care agencies. Canadian Journal on Aging, 18, 154-181.

[46] Home care services were defined as basic nursing and homemaking services as well as specialized health services such as physiotherapy, speech therapy, palliative and acute care.

G. WORK-LIFE ISSUES AND THE EMPLOYEE

The stress associated with trying to blend our paid work with our personal and family lives is fast becoming a significant and visible issue. In addition to growing research interest in the topic, in recent years there has been an expansion of work-life images in the media and popular press. Cartoons, television ads, and the lifestyle and career sections of our weekend papers abound with portrayals of time-crunched employees struggling to "do it all." The longing for a more balanced life is exemplified in the growing number of ads featuring employees who, thanks to just the right coffee, clothing or financial plan, have achieved the state of grace and wisdom needed to say no to their bosses' demands.

These images mirror our challenges and ambivalence in this area. On the one hand, they show us successful entrepreneurs and executives who have learned to "work smarter" in any and all places with the latest in wireless technologies. On the other hand, these mirrors also reflect the frenzied life many of us lead as we grapple with what seem to be unceasing demands in our "24/7" relationship to work. In either case, the problems associated with coping with increasing workloads and a dizzying array of information on the job while remaining a sensitive parent, family member and friend at home are very real. In essence, managing it all is itself work — the work of orchestrating and scaffolding, prioritizing, rescheduling, and catching up.

Various measures of work-life conflict are used by researchers to try to assign a value to the degree of stress workers experience. Work-life stress reflects both strain-based and time-based conflicts. Strain-based conflicts occur when energies and preoccupations associated with mutually competing domains create a sense of overload. Time-based conflicts occur when two or more activities must be done at the same time (e.g., a doctor's appointment is available only during paid work hours). Some researchers also distinguish between situations where work interferes with family (e.g., overtime work preempts dinner with a spouse) and those where family interferes with work (e.g., an elderly family member makes repeated phone calls to an employee's workplace).

The statistics presented in the following section indicate that roughly half of the Canadian labour force today is experiencing conflict between their work and non-work lives. Several large-scale surveys that were conducted in the early '90s (by the Conference Board of Canada, Duxbury-Higgins and Associates, and some of the time stress work from Statistics Canada's General Social Survey) have been repeated in recent years, so that we may compare the two points in time. We now have consistent evidence that time stress and work-life conflict are on the rise. As expected, work-life stresses are particularly problematic for parents of young children, especially women. The data also indicate, however, that work-life conflict is not limited to these populations. A significant finding in this research was a marked increase in work-life conflict and stress among men. There is also evidence that conflict is linked to occupation. Work-life stresses are especially high among both women and men in professional/managerial tracks. This finding is of particular concern, given the challenges reported by Canadian organizations in recruiting and retaining skilled professionals and management staff and the substantial financial costs associated with replacing employees at this level.

More troubling is the knowledge that protracted work-life conflict and stress have been connected to increases in illness, depression, anxiety, accidents, injury, and prescription drug use. Less well documented, but extremely important, are the additional effects of work-life conflict and stress on the quality of parenting and on the quality of intimate relationships with the friends and family from whom we derive our sense of security and personal well-being.

96. ORGANIZATIONAL CULTURE CAN SEND NON-SUPPORTIVE MESSAGES

A nationally representative survey of 1,500 Canadian employees found that two thirds of workers (63%) agreed with the statement, "In my organization, you are expected to leave your personal problems at the door."

MacBride-King, J. (1999). Managers, employee satisfaction, and work-life balance. Ottawa: Conference Board of Canada.

97. NO TIME FOR FAMILY AND FRIENDS

Data from Statistics Canada's 1998 time use survey indicate that more than half of Canadians aged 25 to 44 (about 5 million individuals) worry that they do not have enough time to spend with their family and friends. Moreover, one third of men and women in this age range (3 million individuals) identify themselves as "workaholics."

Statistics Canada (1999, November 9). General Social Survey: Time Use. The Daily [On-line] Available at: http://www.statcan.ca.

98. TIME STRESS ON THE RISE, ESPECIALLY AMONG MEN

Although women continue to experience higher levels of time stress than men, recent increases in stress among men is narrowing the gap. In 1998, 23 to 25% of men aged 25 to 44 reported being severely time stressed, as compared to 27 to 29% of women, a difference of only four percentage points. In 1992, when time stress was last measured, the proportion of men in this age range who reported being severely stressed was only 16%, as compared to a figure of 22 to 23% among women.

Statistics Canada (1999, November 9). General Social Survey: Time Use. The Daily [On-line] Available at: http://www.statcan.ca.

99. TIME STRESS HIGHEST AMONG EMPLOYED PARENTS

Stress levels vary with the number of duties an individual has to undertake. Time stress is highest among married men and women aged 25 to 44 who have children and who hold full-time paid jobs. In 1998:

- 38% of women and 26% of men in this role category reported severe time stress;
- 85% of women and 79% of men in this category reported that weekdays were too short to accomplish what they needed to do.

Statistics Canada (1999, November 9). General Social Survey: Time Use. The Daily [On-line] Available at: http://www.statcan.ca.

100. EMPLOYED MOTHERS HAVE MORE HOUSEHOLD WORK, LESS LEISURE

In spite of having paid jobs, employed women with children spend more time on household chores and child care than do their male counterparts. In 1998, full-time employed married women aged 25 to 44 spent 4.9 hours[47] per day on unpaid domestic work and child care, as compared to an average of 3.3 hours among men in the same category. This extra time in family responsibilities appears to be at the expense of time for self: employed mothers in this age range report an average of 3.6 hours

[47] Averaged over a seven-day week.

per day in leisure, compared to 4.2 hours among their male counterparts.

Statistics Canada (1999). Overview of the time use of Canadians in 1998. Ottawa: Statistics Canada, Catalogue 12F0080XIE.

101. WHEN "SOMETHING'S GOTTA GIVE," IT'S USUALLY TIME FOR SELF

Employees tend to prioritize their time, and time for rejuvenation often takes a backseat to the demands of work and family — and in that order. A recent survey of 1,500 Canadian employees found that fully 90% of respondents were satisfied with the amount of time they gave to their jobs. A smaller majority (70%) were satisfied with the amount of time they were able to give to their families. When it came to downtime, however, only 40% believed they had enough time for themselves, and over half (54%) said they tended to cut back on their sleep when they needed more time.

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

102. "TOTAL WORKDAY" THE SAME FOR MEN AND WOMEN, BUT NEARLY HALF OF WOMEN'S WORKDAY IS UNPAID

A common estimate of work time is the "total workday," the sum of paid and unpaid work done by an individual in an average day. Using this indicator, men and women look roughly the same: in 1998, married mothers aged 25 to 44 who held full-time jobs averaged a total workday of 10.5 hours, compared to 10.3 hours among their male counterparts. However, women are spending more time than men in unpaid household work and child care and less time in their paid jobs. Mothers in this age category averaged only 5.5 hours of paid work,[48] compared to 6.9 among their male counterparts. As a proportion of their total workday, therefore, nearly half (47%) of women's work is unpaid, compared to less than a third (32%) of men's.

Calculated from: Statistics Canada (1999). Overview of the time use of Canadians in 1998. Ottawa: Statistics Canada, Catalogue 12F0080XIE.

103. DOLLAR VALUE OF UNPAID WORK ESTIMATED AT 1/3 OF GDP

In 1992 (the most recent year for which data are available), the value[49] of all unpaid work in Canada was estimated at $235 billion (in 1992 dollars), or roughly one third of the annual Gross Domestic Product. Including child care, chores, household management and volunteering, women account for roughly two thirds of all unpaid work in Canada. This translates into an estimated value of $150 billion for the unpaid work done by women, and $85 billion for unpaid work done by men.

Calculated from: Jackson, C. (1996). Measuring and valuing households' unpaid work. Canadian Social Trends (Autumn).

104. TIME CRUNCH GREATEST FOR EMPLOYED LONE PARENTS

Women who are employed full time and parent alone encounter particular challenges. They spend nearly as much time in unpaid domestic responsibilities as married women with children, while also spending nearly as much time in their paid jobs as men. In 1998, lone mothers aged 25 to 44 who worked full time spent 4.4 hours in

[48] Averaged over a seven-day week.

[49] Based on the generalist replacement approach, which multiplies hours of unpaid work by the wage rate of a domestic employee.

unpaid household work and child care, (as compared to 4.9 hours among married women in the same role category). But they also spent an average of 6.3 hours in paid work, as compared to only 5.5 among married women in the same category. This leaves lone mothers with a longer total workday than both married men with children and married women with children (a total of 10.7 hours for full-time employed lone mothers, as compared to 10.5 among full-time employed married mothers, and 10.3 among full-time employed married fathers).

Statistics Canada (1999). Overview of the time use of Canadians in 1998. Ottawa: Statistics Canada, Catalogue 12F0080XIE.

105. GENDER GAP IN TIME SPENT WITH CHILDREN DECREASES AS CHILDREN GROW

Mothers spend considerably more time with their preschool-aged children (0 to 4 years of age) than do fathers. In 1998, mothers in full-time dual-earner families spent an average of 6.4 hours per day[50] with their preschoolers, compared to 4.3 hours among their male counterparts. When children are aged 5 to 8, mothers spend 5 hours per day with the child, as compared to 3.4 among fathers. By the time children reach their teens, the gender gap disappears. Mothers in full-time dual-earner families spend 2.6 hours per day with their teens aged 13 to 14, as compared to 2.7 hours among fathers.

Silver, C. (2000). Being there: The time dual-earner couples spend with their children. Canadian Social Trends (Summer).

106. GETTING TO AND FROM THE JOB TAKES TIME TOO

In 1998, the average weekday commute time to and from work by all modes of transportation (car, bus, subway, foot and bicycle) was 62 minutes. Between 1986 and 1998, the average commute time for car travellers increased 4%, from 56 to 58 minutes; the average commute time by bus or subway, however, increased 18%, from 85 minutes to 100.

Clark, W. (2000). Traffic report: Weekday commuting patterns. Canadian Social Trends (Spring).

107. TIME IN VOLUNTEER PURSUITS DIFFERS ACROSS THE LIFE CYCLE

In 1998, roughly one in five Canadians 15 and over engaged in some form of civic or voluntary activity, and those who did spent an average of two hours per day on this work. Women are most likely to be involved in volunteer pursuits during their peak child-rearing years: 24% of women aged 35 to 44 reported civic or volunteer work in 1998, as compared to roughly 20% in the older age ranges. Men's participation rate in voluntary activities seems to peak toward retirement: only 16% of men aged 35 to 44 reported voluntary activities, as compared to 24% of men 65 and over.

Calculated from: Statistics Canada (1999). Overview of the time use of Canadians in 1998. Ottawa: Statistics Canada, Catalogue 12F0080XIE.

108. WORK-LIFE CONFLICT ON THE RISE — AND MANAGERS AND PROFESSIONALS MOST AT RISK

Preliminary results from a national survey of 24,000 employees working in 81 private, public, and non-profit organizations across Canada

[50] Averaged over a seven-day week.

indicate that work-life conflict has increased significantly over the past decade. In the year 2000, 58% of surveyed employees reported high levels of work-family role "overload" (feelings of being rushed, drained, or overwhelmed by the pressures of multiple roles), as compared to 47% in 1990, when the survey was first conducted.

Overload was linked to both job type and gender. Overload was greatest for men and women in professional/managerial work, as opposed to those in non-career tracks (e.g., technical, production, clerical and administrative jobs). Over two thirds (67%) of women in professional or managerial work reported high overload, as compared to 60% of women in non-career tracks. Although men experienced lower overload than their female counterparts, the occupational pattern was the same: over one half (56%) of men in professional/managerial work reported high overload, as compared to 47% of their counterparts in non-career tracks.

Special tabulation by L. Duxbury, Carleton University, & C. Higgins, University of Western Ontario, April, 2001.

109. GROWING NUMBER OF EMPLOYEES REPORT WORK-LIFE STRESS

In a representative survey of 1,500 employed Canadians conducted in 1999 by the Conference Board of Canada, respondents were asked to indicate the amount of stress they felt in balancing their work and home lives. Nearly half of respondents (46%) reported moderate to high work-life stress. This proportion was up markedly from that reported in a similar Board survey of Canadian employees conducted 10 years ago (27% moderate to high stress in 1988).

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

110. WORK-LIFE STRESS AN ISSUE FOR BOTH MEN AND WOMEN

According to the Conference Board of Canada's 1999 work-life survey, women are more than twice as likely as men to feel a lot of stress in trying to blend work and personal responsibilities. Nearly one quarter of the women surveyed (24%) reported "a lot" of stress resulting from work-life problems, compared to one tenth of men (10%). Men, however, were as likely as the women to report moderate stress levels: 30% of men experienced moderate stress from work-life problems, as compared to 28% of the women surveyed.

MacBride-King, J. and Bachmann, K. (1999). Solutions for the stressed-out worker. Ottawa: Conference Board of Canada.

111. LONG WORK HOURS ASSOCIATED WITH INCREASED HEALTH RISKS

In addition to contributing to work-life stress, long work hours have been connected to a number of unhealthful lifestyle changes. Between 1994-95 and 1996-97, 21% of men and 8% of women in Canada aged 25 to 54 increased their work hours by moving from a standard work week (35 to 40 hours) to long hours (41 or more hours).

As compared to men who continued their standard work hours, men who increased their hours had:

- more than twice the odds of experiencing an unhealthy weight gain;
- more than twice the odds of increasing daily smoking.

As compared to women who continued their standard work hours, women who increased their hours had:

- more than twice the odds of increasing alcohol consumption;
- more than four times the odds of increasing daily smoking;
- more than twice the odds of having experienced a major depressive episode in the 12 months prior to the survey.

Shields, M. (1999). Long working hours and health. Health Reports (Autumn).

112. HIGH-STRAIN JOBS ASSOCIATED WITH MENTAL HEALTH RISKS

Working in a high-strain job (one high in work demands but low in control and decision latitude) may increase the risk of depression. A two-year longitudinal study of Canadian employees aged 25 to 54 reported that women in high-strain jobs had more than twice the odds (2.2) of experiencing at least one major depressive episode, compared to women not in high-strain jobs. The risk among men was even greater. Men in high-strain jobs had odds of depression 3.3 times greater than their counterparts in jobs that were not high in strain.

Shields, M. (1999). Long working hours and health. Health Reports (Autumn).

113. PART-TIME WORK ASSOCIATED WITH REDUCED STRESS FROM THE JOB

Women and men who work part time report less work stress than full-timers. In 1998, only 10% of Canadians who worked part time voluntarily said that work caused them stress, as compared to 40% of full-timers.

Statistics Canada (2000, November 24). Part-time by choice, 1999. The Daily [On-line] Available at: http://www.statcan.ca.

H. WORK-LIFE ISSUES AND THE EMPLOYER

Research indicates that Canadian organizations have been aware for some time of the growing level of work-life conflict among employees. A Conference Board of Canada survey conducted over 10 years ago found that more than half of employers (58%) believed that work-family conflict was generating stress for their workers.[51] A similar study conducted in 1999 suggested that awareness was even higher at the end of the decade: nearly three quarters of employers surveyed in 1999 reported that employee stress was at least partly attributable to difficulties in blending work and personal responsibilities.[52]

Whereas Canadian organizations seem aware of work-life issues and their potential risks to the bottom line, to date, few employers have implemented family-supportive policies and practices that might help their workers achieve a better balance. Recent employee survey data indicate that only one quarter of Canadian employees (24%) work a flextime schedule; less than 10% perform any paid work at home; and only roughly 2% work a job share arrangement. Although the data presented in the following section indicate some improvement in the availability of family-supportive work arrangements over the past decade, clearly there is a long way to go, given the extent of work-life conflict in the Canadian workforce today.

It has been suggested that, from the perspective of employers, one of the primary barriers to the implementation of family-supportive work arrangements is the lack of evidence that such arrangements achieve measurable results for the organization.[53] Although a full discussion of this literature is beyond the scope of this compendium, research in the area of family-supportive work arrangements tends to take two forms. The first approach is to document the costs to the organization when it does not provide an employee-supportive work environment. Generally, this type of study estimates the extent to which family responsibilities interfere with work performance, the underlying assumption being that ignoring work-life conflict comes at its own cost to the organization. Researchers who have taken this line of inquiry have had a fair degree of success in demonstrating that employees with dependent care responsibilities do in fact have more difficulties than those without in terms of tardiness, difficulties concentrating, making personal calls from work, etc. To date, however, recognition of the potential costs of ignoring work-life issues has been insufficient to generate strong employer response.

The second approach to studying organizational outcomes associated with work-life issues is to measure the benefits that accrue to an organization when it does provide a supportive environment. According to employer survey data, this is the type of study that decision makers currently want if they are to seriously commit to a work-life agenda.[54] This type of study explores the "business case" concerns that motivate employers, including outcomes such as recruitment, retention, absences, and

[51] Paris, H. (1989). The corporate response to workers with family responsibilities. Ottawa: Conference Board of Canada.

[52] Bachmann, K. (2000). Work-life balance: Are employers listening? Ottawa: Conference Board of Canada.

[53] Johnson, K., Duxbury, L., and Higgins, C. (1997). Making work and lifestyle initiatives work: Beyond best practices. Ottawa: Industry Canada.

[54] Bachmann, K. (2000). Work-life balance: Measuring what matters. Ottawa: Conference Board of Canada; Duxbury, L. (1996). Men and women working as partners: A reality check of Canadian organizations. Ottawa: Carleton University, Centre for Research and Education on Women and Work.

similar performance measures. Although this research approach is the one most badly needed, it is also the most seldom done. Liberal estimates suggest that no more than 30% of Canadian employers who have offered a flexible work arrangement to their employees have undertaken a formal evaluation.[55] Moreover, attempts to transform these various performance indicators into economic terms in order to ascertain the financial gain or loss associated with an initiative are complex and have been exceedingly rare.[56] Employer surveys indicate that, before organizations will undertake a work-life program, they need better information on the needs of their own employees, the experiences of other organizations, the costs of the program, and the expected return on the investment.[57] Currently, there remains a need for these types of research, including cost-benefit analyses, and mechanisms for shared learning between organizations.

Whereas it is important to continue to look for these hard data, some observers maintain that it is equally important not to overlook the power of qualitative data and common sense in justifying continued attention to work-life initiatives.[58] According to this view, the bottom line comprises only one point on a continuum of "business economics" and a modern organization can ill afford to be one-dimensional about what constitutes business sense.[59] To high-performing organizations, an investment in people is also an investment in flexibility and adaptability during times of change. Studying organizations who have built reputations as employee-responsive employers can uncover potential for "adding value" through people, provide insights into some of the critical success factors involved in implementing work-life initiatives, and alert researchers to variables that may need to be controlled if effects are to be demonstrated empirically.[60]

In the meantime, the lack of fit between the needs of employees for greater support and a workplace that is only slowly yielding to these needs raises concerns not only about the effects on employees, their families and their employers, but also about equity. Currently, employees who work in large organizations or unionized environments have a higher level of access to flexible work options than those who don't. Where no formal policy exists for employees with family needs, access to flexible work arrangements is granted most often at management's discretion. There is strong evidence that flexible work options tend to be extended to "core" employees in highly skilled, well-paid, permanent positions. These observations imply considerable inequities in access, suggesting that those most in need of employer support — employees with more peripheral labour force attachment, those in low-skill, low-wage jobs with few resources to help them cope — may be least likely to obtain it.

The signs of growing employer awareness of work-life issues combined with the slight increase that has been seen over the last decade in the proportion of employees who have access to flexible work arrangements are encouraging signs. The business case for employee-supportive work environments

[55] Bachmann, K. (2000). Work-life balance: Measuring what matters. Ottawa: Conference Board of Canada

[56] Gonyea, J., and Googins, B. (1993). Linking the worlds of work and family: Beyond the productivity trap. Human Resource Management, 31, 3, 209-226.

[57] Galinsky, E., Friedman, D., and Hernandez, C. (1991). The corporate reference guide to work-family programs. New York: Families and Work Institute.

[58] Meade,R. (1993). Fusing the passion for productivity. In Miranda, E. and Murphy, B. (Eds.), Work-family: Redefining the business case. New York: The Conference Board; Schwartz, F. (1994). An examination of the impact of family-friendly policies on the glass ceiling. New York: Families and Work Institute.

[59] Galinsky, E., Friedman, D., and Hernandez, C. (1991). The corporate reference guide to work-family programs. New York: Families and Work Institute.

[60] Johnson, K., Duxbury, L. and Higgins, C. (1997). Making work and lifestyle initiatives work: Beyond best practices. Ottawa: Industry Canada.

62

appears to be growing in salience as organizations grapple with recruitment challenges and skills shortages in selected areas. The current research interest in defining "high performance" workplaces provides further impetus for change as results continue to show that critical success factors are those based in effective human resource management: participative leadership, employee involvement, innovative work styles, a strong customer orientation, and a commitment to optimum performance. Research indicates that workplaces that exemplify these characteristics have lower absence and turnover rates, higher morale, commitment and job satisfaction, fewer accidents and grievances, and measurable productivity gains.[61] Flexible models of management that involve, respect, engage, and support employees can both achieve strategic goals and enhance the quality of work life.

Redressing the current mismatch between employee needs and employer responsiveness likely will rely on a coordinated effort. A variety of approaches can promote both effective employee performance and a healthy work-life balance. At the organizational level, strategies include participative career planning and skills development, leave and benefit provisions, and more flexible work arrangements designed to meet both organizational and employee needs. Managers and supervisors are critical links in creating a supportive work environment, so should be supported and provided access to ongoing opportunities to develop their technical and leadership skills. Labour also can play a constructive role when included in developmental processes. Governments can set the stage for increased information sharing between organizations and can themselves strive to serve as examples of "model employers." The creation of family-supportive work environments will involve a sharing of responsibility, a fundamental shift in corporate culture, recognition of the links between corporate strategy and performance at all levels, and clear communication of expectations and rewards for creating a climate of employee support.

[61] Lowe, G. (2001). Employer of choice? Workplace innovation in government: A synthesis report. Ottawa: Renouf.

114. DIRECT COSTS OF EMPLOYEE ABSENCE DUE TO WORK-LIFE CONFLICT CAN BE CONSIDERABLE

It is estimated that, in 1997, work-life conflict in Canada cost organizations roughly $2.7 billion in lost time due to work absences. This estimate is conservative as it reflects only the direct value of lost work hours, and does not include such indirect costs as replacement of the employee during the absence, overtime costs, reduced productivity, or the increased use of employee assistance plans associated with stress.

Duxbury, L., Higgins, C. and Johnson, K. (1999). An examination of the implications and costs of work-life conflict in Canada. Ottawa: Health Canada.

115. WORK ABSENCES GROWING AMONG EMPLOYEES WITH HIGH WORK-LIFE CONFLICT

A recent representative study of 1,500 Canadian employees found that employees who reported a high degree of difficulty in balancing their work and home lives miss more than twice as many work days (for all reasons) as those who report moderate or low difficulty. In 1999, employees who found it "very difficult" to blend their work and home lives missed an average of 11.8 days per year, as compared to 5.5 days among employees with moderate difficulty, and 2.9 days among those with low difficulty.[62]

The number of days missed among the high conflict group has doubled since this survey was last conducted: in 1989, employees with high difficulty blending their work and home lives missed an average of 4.5 work days, as compared to the 11.8 days reported in 1999.

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

116. WORK ABSENCES LINKED TO AGE OF CHILDREN

Absences due to personal and family responsibilities are two to three times greater among full-time employees with preschoolers under age 6 than in the employee population in general. In 1997, men in families with preschoolers lost 1.8 workdays for this reason, about twice the average for all men. Women with preschoolers lost 4.2 days for personal and family reasons, almost three times the level for all women.

Akyeampong, E. (1998). Work absences: New data, new insights. Perspectives on Labour and Income (Spring).

117. WORK-LIFE CONFLICT AFFECTS EMPLOYEE WORK ATTITUDES

Preliminary results from a national survey of 24,000 employees working in 81 private, public, and non-profit organizations across Canada found a significant relationship between work-family conflict and employee attitudes toward work and their employers. Compared with employees with low levels of role "overload" (feelings of being rushed, drained, or overwhelmed by the pressures of multiple roles), employees with high work-family overload were:

- less satisfied with their jobs (34% of employees with high role overload were highly satisfied with their jobs, as compared to 66% of those with low overload);
- less committed to their organizations (46% of employees with high overload were highly committed to their employers, as compared to 60% of those with low overload); and

[62] Interestingly, employees who reported "no difficulty at all" in integrating their work and home lives missed more days (4.1) than those in the "low difficulty" group. The Conference Board, however, did not explore this finding.

- less likely to rate their organizations as "an above average place to work" (40% of employees with high overload rated their organizations highly, as compared to 66% of those with low overload).

Special tabulation by L. Duxbury, Carleton University, & C. Higgins, University of Western Ontario, April, 2001.

118. WORK-LIFE CONFLICT COSTS EMPLOYERS IN TERMS OF EMPLOYEE RETENTION AND CAREER DEVELOPMENT

Research suggests that employees who have difficulty blending their work and home lives may say no to additional work responsibilities, say no to transfers, or ultimately, leave their jobs. A recent representative study of 1,500 Canadian employees found that:

- 32% of surveyed employees had turned down or chosen not to apply for a promotion due to work-life conflict;
- 24% had turned down or chosen not to apply for a transfer;
- 17% experienced difficulties attending meetings after business hours;
- 16% had trouble participating in training after hours;
- 16% had seriously considered leaving or quitting their current job; and
- 14% had already left a job due to work-life problems.

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

119. THE QUALITY OF EMPLOYEE-EMPLOYER RELATIONSHIPS HAS BOTTOM LINE IMPLICATIONS

A recent study based on research with 2,500 employed Canadians explored the nature of relationships between workers and their employing organizations. This study found that employees with strong employment relationships (i.e., workers who trust their employers, are committed to their organization, report good communications in the workplace, and believe they have influence over decisions that affect them):

- were less likely to turn over (20% of those with strong relationships had looked for a job in the past year, as compared to 39% of those with weak relationships); and
- missed less work due to illness (an average of 3.7 days per year for those with strong relationships as compared to 5.9 among those with weak relationships).

Lowe, G. and Schellenberg, G. (2001). What's a good job? The importance of employment relationships. CPRN Study No. W/05. Ottawa: Canadian Policy Research Networks.

120. EMPLOYERS MAY HAVE DIFFICULTY ATTRACTING WOMEN TO THEIR SENIOR POSITIONS

A survey of over 400 senior women in top Canadian corporations and professional service firms suggests that family responsibilities are perceived as obstacles to the career success of women executives. Three quarters of the women surveyed (75%) indicated that a commitment to family hindered women's advancement.

Two thirds (61%) believed that advancement in their organizations depended on putting their career before their personal life. Apparently, these beliefs guided their own decision making: 41% of the executives surveyed had made the choice either to postpone having children or not to have them at all, and 19% had decided either to delay marriage or not to marry.

Conference Board of Canada and Catalyst (1997). Closing the gap. Ottawa: The Conference Board of Canada.

121. FLEXTIME ASSOCIATED WITH REDUCED TIME LOST TO WORK ABSENCES

An analysis of Statistics Canada data indicates that flextime is related to substantial reductions in time lost due to illness or personal reasons. Among full-time workers, flextime is associated with a 15 percentage point reduction in average time lost as compared to non-flextime workers. Based on a 40-hour work week, this is equivalent to 6 fewer hours per week than the average time lost by a non-flextime employee.

Lipsett, B. and Reesor, M. (1997). Flexible work arrangements. Ottawa: Human Resources Development Canada, Applied Research Branch.

122. MORE EMPLOYERS ARE TUNING IN TO THE NEED TO ADDRESS WORK-LIFE ISSUES

According to a 1999 Conference Board of Canada study, employers today are more likely than they were 10 years ago to recognize the potential threat of work-life conflict to business issues. The results of their recent survey of 220 Canadian organizations[63] (employing over 1 million workers) indicated that:

- 73% believed that employee stress was at least partly attributable to difficulties in balancing work and personal responsibilities, as compared to only 58% in a similar study conducted in 1989;
- 61% thought that absenteeism was attributable in part to work-life difficulties, compared to 56% in 1989;
- 55% believed that employee morale may be partly attributable to work-life difficulties, up from 38% in 1989; and
- 53% believed that work-life issues accounted in part for employee productivity problems, up from 42% in 1989.

Bachmann, K. (2000). Work-life balance: Are employers listening? Ottawa: Conference Board of Canada.

123. EMPLOYER SURVEY SUGGESTS INCREASING AVAILABILITY OF FLEXIBLE WORK ARRANGEMENTS

The Conference Board of Canada's 1999 employer survey suggests that a growing proportion of organizations are offering their employees flexible work arrangements on either a formal or informal basis. According to their 1999 data,

- 88% of respondents offered flextime, compared to 49% in 1989;
- 63% offered family responsibility leave,[64] compared to 55% in 1989;
- 52% offered job sharing, up from 19% in 1989;
- 50% offered telework, up from 11% in 1989; and
- 48% offered a compressed work week, up from 28% in 1989.

Bachmann, K. (2000). Work-life balance: Are employers listening? Ottawa: Conference Board of Canada.

[63] Although this survey provides an indication of employer awareness of work-life issues, findings should be interpreted with caution due to its low response rate (14%).

[64] The Conference Board defined family leave as "short-term leave to care for sick family members," but did not indicate whether or not the leaves were with pay.

124. EMPLOYEE SURVEY DATA SUGGEST LIMITED ACCESS TO FLEXIBLE WORK ARRANGEMENTS

Organizations often make flexible work arrangements available only to employees who meet particular job classification or other eligibility criteria. Accordingly, data collected by employer survey tend to overestimate the incidence of flexible work arrangements. Statistics Canada, through its Survey of Work Arrangements, collects similar data directly from workers. When employees are asked whether they work a flexible arrangement, a markedly different impression emerges, although the trend toward increased availability is consistent with the employer data. Statistics Canada data indicate that in 1995,

- 24% of employees in Canada reported working a flextime arrangement, up from 17% in 1991;
- 2% worked a job share arrangement (representing only 8% of all part-timers);[65] and
- 9% performed paid work at home some or all of the time, up from 6% in 1991.[66]

Lipsett, B. and Reesor, M. (1997). Flexible work arrangements. Ottawa: Human Resources Development Canada, Applied Research Branch; Marshall, K. (1997). Job sharing. Perspectives on Labour and Income (Summer).

125. FLEXIBLE WORK ARRANGEMENTS AWARDED TO VALUED EMPLOYEES

The demographic profiles of employees with flexible work arrangements suggest that these options may be more readily available to "key" employees in highly skilled, well paid, permanent positions. Among flextimers, 85% are full-time workers, as compared to their 82% share in the broader labour force; and 32% hold university degrees, as compared to 18% in the labour force in general. Employees who work at home earn an average of $20 per hour as compared to their peers who work on employer premises ($15 per hour); and they are much more likely to be professional or managerial workers (69% of employees who work at home fall into these occupational categories, compared to 35% share in the labour force in general). Job sharers hold jobs of particularly high quality. They are more likely than "regular" part-timers to: hold university degrees (49% as compared to 37% of regular part-timers); hold permanent jobs, (80%, compared to 71% of "regular" part-timers); have greater job tenure (roughly 20% have over 10 years' job tenure, compared to 10% of regular part-timers); work in professional/managerial occupations (49% as compared to 37% of regular part-timers); and have high earnings (an average of $13.50, compared to $10.95 among regular part-timers).

Lipsett, B. and Reesor, M. (1997). Flexible work arrangements. Ottawa: Human Resources Development Canada, Applied Research Branch; Marshall, K. (1997). Job sharing. Perspectives on Labour and Income (Summer); Perusse, D. (1998). Working at home. Perspectives on Labour and Income (Summer).

126. AVAILABILITY OF CHILD CARE BENEFITS REMAINS LOW

Whereas alterations to work time and work place seem to be increasing, organizations seem less likely to embrace benefits that directly support the care of children. In 1999, only 15% of organizations surveyed by the Conference Board

[65] No historic data are available on job sharing.

[66] This estimate is likely generous, as the data include not only "formal" teleworkers who spend their regularly scheduled hours working at home, but also workers who engage in overtime work at home.

of Canada reported that they offered their employees on- or near-site child care. This proportion was up substantially, however, from the level reported in 1989 (5%).

The most common type of child care benefit reported by respondents was information and referral services (35% of organizations reported offering this benefit, up from 8% in 1989).

Bachmann, K. (2000). Work-life balance: Are employers listening? Ottawa: Conference Board of Canada.

127. ORGANIZATIONS REPORT SIGNIFICANT INCREASE IN REFERRAL SERVICES FOR ELDERCARE/CARE OF FAMILY MEMBERS WITH DISABILITIES

Although direct support for the care of elderly or disabled family members is still rare (only 2% to 10% of employers offer eldercare facilities, respite/emergency care, or financial assistance for care for the elderly or disabled), the prevalence of information and referral services appears to have increased over the past 10 years. In 1989, only 6% of firms surveyed by the Conference Board offered eldercare information and referral services and 10% offered services for care of relatives with disabilities. By 1999, these proportions had increased to 37% and 32% respectively.[67]

Bachmann, K. (2000). Work-life balance: Are employers listening? Ottawa: Conference Board of Canada.

128. SMALL BUSINESSES TEND TO OFFER FAMILY-SUPPORTIVE WORK ARRANGEMENTS ON AN INFORMAL BASIS

A recent survey[68] of owners and managers in 300 small Canadian firms (fewer than 100 employees) suggests that flexible work options in the small business sector may be offered primarily on an informal basis. Of the firms surveyed, 70% offered flextime; of these, 80% said they had no written flextime policy. Similarly, 70% of firms provided unpaid time off for the care of sick or elderly family members; of these, 80% indicated that they did not have a formal policy on these leaves. Telework was least likely to be offered on a formal basis. One third of the firms surveyed (33%) offered telework arrangements, but of these, 93% reported no formal policy.

Daly, K., Bell-Rowbotham, B., Rooney, J., & Midgett, C. (2000). Best work-life practices in small businesses. Guelph: University of Guelph, Centre for Families, Work and Well-Being.

129. EMPLOYEES IN SMALL BUSINESSES REPORT DAY-TO-DAY FLEXIBILITY

A survey of over 500 employees working in 60 small manufacturing businesses across Canada (employing 20-99 workers) suggests that informal flexibility may be more prevalent in this sector than formal flexible work options. Although only roughly 20% of surveyed employees reported access to a formal flextime program — and virtually none teleworked — 50% of the respondents indicated that they were able to schedule their own vacation time, make a call from work, alter their start and stop times when needed, or occasionally take a few hours off.

Duxbury, L. and Higgins, C. (1997). Balancing work and family: A study of Canadian small business employees. Ottawa: Human Resources Development Canada.

[67] This trend should be interpreted with caution due to the low response rate in the 1999 survey (14%). Respondents may represent a select group that is not representative of the broader population of Canadian employers.

[68] Data were collected from firms located in British Columbia, Nova Scotia, Ontario, Quebec, and Saskatchewan. This research provides an indication of the level of support for work-life issues in small firms in Canada, but should be interpreted with caution due to its low response rate (15%).

130. SUPERVISORS ARE "GATEKEEPERS" OF FLEXIBLE WORK ARRANGEMENTS

Policies that leave eligibility for flexible work options to the discretion of management can ensure that business demands are met, but also can generate problems in terms of equity of access. A recent Conference Board of Canada survey explored the extent to which organizations relied on management discretion to determine eligibility for flexible work arrangements. Telework was the work option most likely to be left to management discretion (57% of organizations surveyed gave managers responsibility for telework decisions). Arrangements involving flexible work time were also highly likely to be left to management discretion (roughly 44% of surveyed organizations left eligibility for flextime, job sharing and compressed workweeks to the discretion of management).

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

131. SUPERVISOR SUPPORT FOR WORK-LIFE ISSUES PAYS OFF FOR ORGANIZATIONS

A nationally representative survey of 1,500 Canadian employees reported that over three quarters of employees (78%) believed that their direct supervisor was sensitive to their personal and family responsibilities.[69] In addition, supervisor support was associated with favourable outcomes for the organization. Those employees who reported that their supervisors were supportive of them missed half as many workdays as employees with non-sensitive managers (an average of 3.7 days over a six-month period as compared to 6.2 days), and were more satisfied with their jobs overall (42% of employees with a supportive manager were very satisfied with their jobs, as compared to only 18% of those with non-supportive managers).

MacBride-King, J. (1999). Managers, employee satisfaction, and work-life balance. Ottawa: Conference Board of Canada.

132. FEW ORGANIZATIONS SUPPORT THEIR SUPERVISORS IN MANAGING WORK-LIFE ISSUES

In spite of the important role supervisors play in helping employees deal with work-family issues, few organizations take concrete action to support them. A recent employer survey by the Conference Board of Canada indicated that only one quarter of responding organizations gave their middle managers or supervisors the power they needed to reallocate human resources to address work-life issues (75% of human resource decisions were made at the executive or senior management level). Only one third (34%) of organizations provided their supervisors with work-life education or training, and even fewer (28%) encouraged the sharing of information and practical experience with peers. Fewer than one in four organizations (23%) offered recognition or reward for supportive supervisors.

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

H

[69] Note that this study did not disaggregate data by gender or dependant care status of respondents.

I. LABOUR LEGISLATION AND OTHER PROTECTIONS FOR WORKERS WITH FAMILY RESPONSIBILITIES

Although employer initiatives can go a long way toward creating employee-supportive work environments, by themselves they cannot address the more serious issues that undercut efforts to promote gender equality and the rights of workers to combine employment with family responsibilities. Governments play a critical role in ensuring that all employees are entitled to at least some flexibility and support through federal and provincial-territorial laws and public spending allocations.

In Canada, labour legislation exists in each of the 14[70] provincial, territorial, and federal jurisdictions. The provincial and territorial governments have major jurisdiction for the enactment of labour laws, with federal authority limited to employees in selected industries of a national or interprovincial/territorial nature, such as air transport, shipping, broadcasting, and banking.

The most direct form of support for employees with family responsibilities is that provided through legislation pertaining to maternity and parental leave available to eligible parents at the time surrounding the birth or adoption of a child. Income replacement benefits for employees on leave is provided through the federal *Employment Insurance Act*. Conditions affecting eligibility for unpaid leave and job protection during the course of the leave, however, fall under provincial/territorial jurisdiction. For the most part, provincial and territorial governments have tended to align their leave entitlement period with the duration of the federal benefit period, but eligibility conditions (such as minimum organizational tenure requirements, or rules regarding the sharing of leave between parents in the same family) remain highly variable.[71] Jurisdictions also vary in terms of the extent to which they provide a number of other family-related provisions, such as short-term unpaid family responsibility leaves to attend to the care, health, or education of family members.

Indirect sources of support for employees with family responsibilities also can be found in areas of federal legislation not necessarily designed for that purpose. Human rights legislation prevents discrimination on a number of grounds, including sex and family status. Employment equity legislation aims to ensure that no one is denied employment opportunities for reasons unrelated to ability. The disproportionate responsibility women have for activities related to the care of children and other dependants, for example, has been identified as a barrier to employment opportunities for women, and as such, can place them at a disadvantage in the workplace.[72] Both human rights legislation and employment equity, therefore, provide the legislative framework for actions to remove such barriers for workers with family responsibilities.

[70] Refers to the 10 provinces, 3 territories, and the federal jurisdiction.

[71] Human Resources Development Canada, Labour Law Analysis, Strategic Policy and International Labour Affairs, Labour Program (April, 2000). Family-related and other leaves. Available: http://labour.hrdc-drhc.gc.ca.

[72] Human Resources Development Canada, Policy Development, Strategic Policy and International Labour Affairs, Labour Program (in preparation). Work-life balance in Canadian federal jurisdiction. Available: http://labour.hrdc-drhc.gc.ca.

Finally, collective bargaining has been an important tool in protecting workers' rights, improving working conditions, and obtaining such valuable supports as short-term leaves, pro-rated benefits for part-time workers, financial "top up" of maternity/parental benefits, and access to telework and other flexible work options. Only one third of the workforce, however, is unionized and not all agreements contain family-related provisions beyond minimum legislated requirements. It has been suggested that changing workforce demographics — feminization, aging, and increasing cultural diversity — will keep work-life issues on the union agenda.[73] In the meantime, for the majority of Canadian workers, access to family-supportive benefits beyond their legislated entitlement remains at the discretion of their individual employers.

[73] Lowe, G. (2000). The quality of work. A people-centred agenda. Don Mills: Oxford University Press.

133. PARENTAL BENEFIT PERIOD UNDER THE FEDERAL *EMPLOYMENT INSURANCE ACT* HAS BEEN LENGTHENED

Effective December 31, 2000, federal Bill C-32 amended the *Employment Insurance* (EI) *Act* to increase the flexibility and duration of EI benefit payments during maternity/parental leave. The Act now provides:

- 15 weeks of maternity benefits payable to biological mothers in the period surrounding the birth of a child;
- 35 weeks of parental benefits (increased from 10 weeks), available to natural or adoptive parents, either mother or father, or shared between them as deemed appropriate; and
- 15 weeks of sickness benefits available in addition to maternity or parental benefits.

A maximum of 50 weeks of combined maternity, parental and sickness benefits is now available, up from 30 weeks prior to Bill C-32. Other changes include:

- the employment period for eligibility has been reduced from 700 to 600 hours of insurable employment;
- only one unpaid two-week waiting period will be served when parents share benefits; and
- parents can maintain some earnings while on benefit, up to a maximum of $50 or 25% of their weekly benefit, whichever is greater.

Benefit levels remain as they were prior to the change (payable at 55% of recipients' insurable earnings[74]) to a ceiling of $413 per week.

Human Resources Development Canada (2000). Information for claimants. Available at: http://www.hrdc-drhc.gc.ca.

134. FEDERAL, PROVINCIAL AND TERRITORIAL GOVERNMENTS ALIGN THEIR LEAVE PROVISIONS WITH NEW EI PARENTAL BENEFIT PERIOD

Since the adoption of changes to the EI legislation, all jurisdictions have moved to accommodate the new parental benefit period by extending their unpaid leave entitlements for eligible employees. Following is a summary of leave entitlements by jurisdiction:

	Maternity Leave (in weeks)	Parental Leave (in weeks)	Adoption Leave * (in weeks)
Federal	17*	37*	37
Alberta	15	37	37
British Columbia	17	37+	37
Manitoba	17	37	37
New Brunswick	17*	37*	37
Newfoundland	17	35	52
Nova Scotia	17	52+	52
Ontario	17	37+	37
Prince Edward Island	17	35	52
Quebec	18	52	52
Saskatchewan	18	37+	52
Northwest Territories	17*	37*	37
Nunavut	17*	37*	37
Yukon	17	37	37

* The combined duration of maternity and parental leave may not exceed 52 weeks.

\+ In cases where employees have taken the full maternity leave, the maximum parental leave in these jurisdictions is 35 weeks. In Saskatchewan, employees entitled to maternity leave are eligible for only 34 weeks of parental leave.

* Includes adoption and/or parental leave for an employee who becomes an adoptive parent.

Summarized from information provided by Human Resources Development Canada, Labour Law Analysis, Strategic Policy and International Labour Affairs, Labour Program. For detail, see Canadian Labour Law Information at: http://www.labour.hrdc-drhc.gc.ca.

[74] Claimants in low-income families can receive a higher percentage of their insured earnings, up to a maximum of 80%, as long as the weekly benefit does not exceed $413.

135. FEW MEN TAKE ADVANTAGE OF ACCESS TO PARENTAL BENEFITS

Although fathers have had access to parental benefits since 1990, it seems that, to date, very few men take parental leave. In 1999-2000, only 5% of the 169,000 biological parents who filed a parental benefit claim were fathers, and this proportion has remained relatively constant over the past 10 years. A somewhat greater proportion of adoptive fathers claim benefits. In 1999-2000, 1,600 parents in Canada claimed adoption benefits, 12% of whom were fathers.

Human Resources Development Canada (2001). Employment Insurance 2000 monitoring and assessment report. Ottawa: Human Resources Development Canada, Strategic Policy, Labour Market Directorate.

136. REGULAR BENEFITS ACCOUNT FOR THREE QUARTERS OF EI INCOME BENEFIT PAYMENTS

The EI system provides three types of income benefits: regular benefits which provide temporary income support to people who lose their paid employment, fishing benefits which provide temporary support to fishers during the off-season, and special benefits, including maternity, parental and sickness benefits.

- Total EI benefit payments in 1999-2000 were $9.4 billion.Roughly three quarters of income benefits ($7 billion) went to regular beneficiaries who had lost their jobs. Maternity benefits accounted for 8% of all benefits paid ($723 million), and parental benefits accounted for 5% ($472 million). In future years, it is expected that parental benefits will increase substantiallly with the extension of the number of weeks for which parental benefits may be paid.
- The average weekly benefit for both regular and maternity claims in 1999-2000 was $283. The average weekly parental benefit paid to biological parents was $294 and to adoptive parents, $353.

Human Resources Development Canada (2001). Employment Insurance 2000 monitoring and assessment report. Ottawa: Human Resources Development Canada, Strategic Policy, Labour Market Directorate.

137. EI IS THE SOLE SOURCE OF COMPENSATION FOR MOST WOMEN ON MATERNITY LEAVE

Through employer benefits or collective agreements some women have access to additional compensation that "tops up" the EI benefits they receive on maternity leave. For most women, however, EI is the only source of compensation. In 1998, 75% of women who received compensation for maternity-related absence from work received only EI benefits. Only 17% received EI benefits accompanied by other compensation, such as group insurance or employer "top up", while 8% received benefits solely from sources other than EI.

Statistics Canada (2000). Women in Canada. Ottawa: Statistics Canada, Catalogue 89-503-XPE.

138. AVAILABILITY OF EI BENEFITS AFFECTS WOMEN'S CHOICES

EI maternity benefit coverage appears to be an important factor in mothers' decisions to return to work. A Statistics Canada study of women who gave birth in 1993 and 1994 and who returned to work within two years found a strong link between the duration of the leave and access to EI coverage. At the time of the study, a total of six months (25 weeks) of combined maternity and parental benefits were available. The research indicated that:

- mothers were off work for an average of 6.4 months;
- by the end of the sixth month, nearly 60% of women were back at their paid jobs;
- a full 100% of the women who took six months off work reported receiving EI benefits, as compared to only 40% of those who were back at work one month after childbirth; and
- the odds of a mother's returning to work after only one month's absence were six times higher when she was not in receipt of maternity benefits.

Marshall, K. (1999). Employment after childbirth. Perspectives on Labour and Income (Autumn).

139. SELF-EMPLOYED WOMEN TAKE VERY LITTLE TIME OFF FOR NEWBORNS

As most women who are self employed do not make EI insurance contributions, they typically do not have access to EI coverage at the time surrounding the birth of a child. In addition, they may be unable to leave their work for an extended period without incurring business losses. A Statistics Canada study of women who gave birth in 1993 and 1994 and who returned to work within two years found that:

- 85% of the self-employed received no EI benefits,[73] as compared to 13% of paid workers;
- 80% of self employed women were back on the job one month after childbirth, as compared to only 16% of paid workers; and
- the odds of returning to work within one month after childbirth were nearly eight times higher for self-employed women than for paid workers.

Marshall, K. (1999). Employment after childbirth. Perspectives on Labour and Income (Autumn).

140. SOME JURISDICTIONS HAVE LEGISLATED SHORT-TERM FAMILY RESPONSIBILITY LEAVE DAYS

In addition to their legislated provisions for employees at the time of a birth or adoption, three provinces currently provide unpaid leave to deal with the care, health, or education of family members:

- Quebec provides five unpaid days per year available to employees who, due to unforseeable circumstances, must attend to the needs of a minor child;
- British Columbia offers up to five unpaid days per year to see to the care, health, or education of a child in the employee's care or the health of any other member of his or her immediate family; and
- New Brunswick provides up to three unpaid days per year to see to responsibilities involving the care, education, or health of a person in a close family relationship.

Human Resources Development Canada, Labour Law Analysis, Strategic Policy and International Labour Affairs, Labour Program, (April, 2000). Family-related and other leaves. Available at: http://labour.hrdc-drhc.gc.ca.

141. FAMILY-RELATED PROVISIONS ARE INCLUDED IN MANY COLLECTIVE AGREEMENTS

The Labour Program, Human Resources Development Canada collects information on work-family related provisions in major collective agreements covering more than 200 employees in federally regulated sectors, or more than 500 employees in sectors under provincial jurisdiction. In 1998, roughly 2.2 million employees were represented in this database. Through their collective agreements:

[73] A minority of self-employed workers (most likely incorporated business owners who make EI contributions) report EI benefit receipts.

- 52% of employees had access to at least some paid maternity leave above their Employment Insurance benefit entitlement;
- 52% either retained their seniority or had full or part seniority accrual during maternity leave;
- 42% had access to paternity leave of one or more days with pay;
- 33% had the right to refuse overtime;
- 23% had access to a compressed work week;[76]
- 21% had flextime options;
- 16% had access to job share arrangements; and
- 6% had access to day care facilities.

Note: In many agreements, individual access to benefits is subject to employer discretion.

Special tabulation, Human Resources Development Canada, Workplace Information Directorate, Labour Program, February 20, 2001; see also Human Resources Development Canada, Labour Program (February, 2001), Work and family provisions in Canadian collective agreements. Available at: http://www.labour.hrdc-drhc.gc.ca.

142. EMPLOYEES ALSO HAVE OTHER FORMS OF COLLECTIVE REPRESENTATION

Although only 32% of Canadian employees are unionized, another 16% are non-unionized, but belong to a professional or staff association. Combined, nearly half (48%) of employees in Canada have some form of third party representation.

Lowe, G. and Schellenberg, G. (2001). What's a good job? The importance of employment relationships. CPRN Study No. W/05. Ottawa: Canadian Policy Research Networks.

[76] As the database does not distinguish between employer-initiated and employee-initiated compressed schedules, these provisions are not necessarily "family-friendly".

J. ATTITUDES AND PUBLIC OPINION

Given the salience of work-life conflict in the daily lives of most Canadians, it is surprising how few national studies have been conducted expressly to determine public opinion on the topic. A few polls, however (often those conducted on a regular basis for a variety of purposes), are able to provide some indication of general trends and shifting concerns with relevance to the area. Despite differences in sampling, question wording, and some degree of interpretive "spin," reputable polls conducted over the last 15-20 years reveal the following general trends:

- Throughout the '80s and '90s, Canadians have been fixated on unemployment and the economy. This has been reflected in responses to questions that ask them to identify and rank the importance they ascribe to broad social issues, as well as to questions that ask people about their own sense of job security and expectations about the future.
- "Job angst" — fear of losing one's job and being unable to find a comparable one — peaked in the mid '90s, but has been a continuing and significant source of worry for close to 40% of Canadians surveyed since 1992. In 1999, the Canadian Council on Social Development developed a Personal Security Index (PSI) based on a combination of data and custom polling. The Council reported then that 34% of Canadians believed that they were likely to lose their jobs within the next few years — and only half (51%) were confident they could find equivalent employment within six months if they did. In their follow-up report, PSI 2000, an improving economy was reflected in a somewhat greater sense of security: 56% of Canadians thought they could find an equivalent job within six months if they lost their current job, an increase over the 51% who responded confidently the year before.
- While Canadians' sense of security regarding job loss ebbs and flows, polling suggests that they are growing steadily more concerned about Canada's social fabric, including health care, social services and education. A nationally representative survey conducted by Ekos in 1996 indicated that 80% of Canadians were worried about growing economic and social polarization, with few variations by region, age, education, income or labour force status.[77] The most recent annual polls published by *Maclean's Magazine*[78] revealed a similar shift. Health care and/or social issues ranked first on respondents' list of concerns. Forty-five percent of Canadians cited these areas as their main concerns, up from 11% in 1996, and ranking substantially higher than concerns about unemployment, the economy, or taxes. Interestingly, unease about the health care system stems not only from a perception that job losses in the sector have jeopardized the quality and sustainability of the system in general, but also from concerns that the remaining core of doctors, nurses, and home care workers are overburdened and no longer able to carry out their duties adequately.

The few studies that have specifically addressed attitudes toward work and family integration suggest that Canadians are struggling to adapt to rapidly changing roles and expectations. Whereas most

[77] Cited in Lowe, G. (2000). The quality of work. A people-centred agenda. Don Mills: Oxford University Press.

[78] Politics, social attitudes and sex. Maclean's (2000, December 25/ 2001, January 1) 113, 52-54.

Canadians espouse the notion that both women and men should be able to pursue meaningful careers and contribute to household income, there is a lingering doubt that family may suffer when both parents are employed and no one is home to see to the needs of the family. Surveys of students and other young Canadians reveal similar ambivalence. Most young women and men today value challenging and rewarding paid work, but also indicate that they plan to have families, want time to "smell the roses," and will likely seek an employer who will respect their desire for a balanced life. This concluding section provides a glimpse of Canadians' attitudes toward work, family and the quality of life that is important to them.

77

143. WHOSE RESPONSIBILITY IS WORK-LIFE INTEGRATION?

According to a nationally representative survey of employees conducted in 1999, over half of Canadian workers (55%) believe that responsibility for solving employee child care and eldercare problems rests primarily with employees themselves. Employers, however, also were perceived as having a share of the responsibility: 47% of employees indicated that employers had the "second most important" role to play in solving employee child- and eldercare issues.

MacBride-King, J. and Bachmann, K. (1999). Is work-life balance still an issue for Canadians and their employers? You bet it is. Ottawa: Conference Board of Canada.

144. MANY CANADIANS HOLD TRADITIONAL VIEWS ON FAMILY ROLES

In spite of a high level of acceptance of women's labour force participation, some rather traditional beliefs concerning home and family persist. According to 1995 General Social Survey data, 73% of women and 68% of men in Canada agree or strongly agree that both spouses should contribute to household income. At the same time, over half of Canadians (59% of men and 51% of women) agree or strongly agree that a preschool aged child may suffer if both parents are employed, and nearly half (44% of men and 46% of women) agree or strongly agree with the statement, "A job is all right, but what most women really want is a home and children."

Ghalam, N. (1997). Attitudes toward women, work and family. Canadian Social Trends (Autumn).

145. MOST YOUNG CANADIANS STILL WANT FAMILIES

In spite of delayed childbearing and smaller family sizes today, the vast majority of Canadians still want to be parents. According to a 1995 Statistics Canada survey, 96% of women between 20 and 29 say they want at least one child, as do 94% of men in the same age range.

Dupuis, D. (1998). What influences people's plans to have children? Canadian Social Trends (Spring).

146. WORK-LIFE CONSIDERATIONS FACTOR INTO EMPLOYEES' CHOICE OF EMPLOYERS

According to a recent series of focus groups held with students and workers in fields associated with labour shortages, work-life policies and programs can be factors in recruitment and retention. When asked what would attract them to an employer, students most frequently mentioned compensation and "challenging work." The ability to blend their work with their personal lives, however, came third. When employees were asked what would make them stay with an employer, work-life issues was the second most frequent answer — second only to challenging work.

Murphy, S. (2000). What to do before the well runs dry: Managing scarce skills. Ottawa: Conference Board of Canada.

147. UNIVERSITY GRADUATES WANT TIME TO "SMELL THE ROSES"

A recent Royal Bank study conducted by Ipsos-Reid suggests that tomorrow's workforce wants more out of a job than high pay. A survey of 3,000 students at 20 Canadian universities indicated that:

- 70% would prefer regular work hours spread over a longer period of time so as to balance work-life interests (in contrast, only 30% preferred a career with long hours compressed into a short period and providing "a lot more money");
- 45% want to travel extensively;
- 43% want time to volunteer in their communities; and
- 30% expect to "be married, have kids and drive a mini-van."

Ipsos-Reid (2000). Money is not enough: University students personify new economics of "The Canadian Dream." News Release, December 8. Available at: http://www.ipsos-reid.com.

148. JOB SATISFACTION DECLINES OVER THE '90S

Although Canadians are generally happy with their employment, over the '90s there has been a statistically significant decrease in the percentage of employees who say they are "very satisfied" with their paid work. A recent analysis of General Social Survey data indicated that in 1998, only 34% of Canadians reported they were "very satisfied" with their jobs, down from 55% in 1991.

Mendelsohn, M. (2000). Review of Canadian quality of life survey data. Ottawa: Canadian Policy Research Networks.

149. EMPLOYEES STILL CONFIDENT THEY "HAVE WHAT IT TAKES"

Although employees are faced with rapidly changing work environments, the majority feel well positioned to succeed. According to a recent Angus Reid study, two thirds of Canadian employees (67%) believe they have what it takes to make it in the 21st century. Four out of five (82%) believed they had the skills to get a comparable job if theirs was lost. Half (49%) of employees surveyed had a career plan.

Angus Reid Group (1997). Workplace 2000: Working toward the millennium. Angus Reid Group. Available at: http://www.angusreid.com.

150. MOST WORKERS ENVISION A "JOB FOR LIFE"

Contrary to the view that today's workers prefer the challenge and flexibility of having multiple employers over the course of their careers, a recent employee survey found that most workers valued stability. Two out of three employees (66%) who responded to a nationally representative survey conducted in 1997 agreed that they would rather stay with one employer for most of their careers than have many different employers. One in two (51%) said that if they were to change jobs, they would rather move within their organizations than change employers.

Angus Reid Group (1997). Workplace 2000: Working toward the millennium. Angus Reid Group. Available at: http://www.angusreid.com.

SUBJECT INDEX

SUBJECT ..... BULLET NUMBER

Aboriginal women and men
labour force participation rate 15

Absences (work)
..... 114, 115, 116, 119, 121, 122, 131

Age
childbearing 21
marriage 20

Alternative work arrangements 67
access 24, 125, 130
compressed work week 123,141
flextime 121, 123, 124, 125, 129, 141
job sharing 123, 124, 125, 141
part-time work (see Part-time employment)
retirement 74
sex differences 68, 69
shiftwork 75, 76
telework 123, 124, 125, 129
temporary work 68, 77
trends 68, 123

Attitudes (see Public opinion)

Benefits (see also Family-friendly benefits, Flexible work arrangements)
employer-sponsored child care .. 92, 126, 141
maternity 133, 136, 137, 138, 139, 141
part-time work 48
pension plan 37, 50, 51, 58
sex differences 48

Birthrate
age of first-time mothers 21
trends 22

Business case for work-life
practices 114, 118, 119, 122, 131, 146, 147

Businesses
competitiveness 62

SUBJECT ..... BULLET NUMBER

flexible work arrangements
..... 123, 124, 128, 129, 130
human resources 66
size 66
skill shortages 63

Caregiving (see Child care and Eldercare)

Career advancement 120

Career interruptions
maternity leave 10, 138

Childbearing
trends 21

Child care
cost 87, 89
demands 5, 9
employer-sponsored centres 92, 126, 141
home-based 85
licensed centres 84, 85, 86
non-profit centres 85
providers 89, 91
referral services 126
source/type of care 82, 83, 84
subsidies 88
trends in child care centres 85
time spent 13, 102

Children
custody 27
low income 42
time spent with parents 105

Common-law 24, 26

Commuting 106

Contingent work (see Temporary work)

Custody of children 27

SUBJECT ..... BULLET NUMBER

Day care (see Child care)

Disabilities
- care for persons with disabilities 127
- earnings 41, 43
- labour participation rate 16

Division of household labour
(See also Household work) 13

Divorce
- custody 27
- trends 24

Downsizing 59

Dual-earner
- caregiving 13, 105
- composition of families 30
- income 34, 35, 38, 39
- shiftwork 76
- trends 30

Earnings (see also Income, Wages)
- child care workers 91
- disabilities 41
- full-time employment 70
- part-time employment 71
- second income 38, 39
- self-employment 47
- sex differences 44, 46, 47
- size of company 58
- trends 46

Education
- employment 18
- job training 19

Eldercare 143
- caregiving 5, 13, 93
- referral services 127
- trends 5, 93

Employment (see also Labour force participation)
- blue-collar 56
- disabilities, persons with 15
- downsizing 59
- education 18
- full-time 6, 44, 46, 54, 67, 71, 113
- multiple job holders 78
- non-standard (see Alternative work arrangements)
- part-time (see Part-time employment)
- private sector 57
- shiftwork 75, 76
- skilled 55, 63, 64
- students 18
- sex differences 1
- white-collar 12, 55, 56, 80, 108, 125
- temporary work 68, 77
- training 19, 132

Employment Insurance
..... 133, 136, 137, 138, 139, 141

Families
- blended 29
- composition 26, 29
- divorce 24
- dual-earner 30
- income 33, 34, 35, 36, 38, 39, 42
- lone-parent 28, 40
- poverty 36, 40
- savings 37
- size 25
- time with children 105
- trends 25

Family-friendly benefits
(see also Alternative work arrangements) 128

Fathers
- stay-at-home dads 31, 32
- time with children 105

Flexible work arrangements
(see Alternative work arrangements)

SUBJECT ..... BULLET NUMBER

Health
- alcohol consumption 111
- depression 111, 112
- job strain 95
- sleep patterns 101
- smoking 111
- weight gain 111
- work hours 111

Health implications 95, 111

Home care 94, 95

Home-based work (see Alternative work arrangements)

Household work 51, 100, 102

Human resource management 66

Immigrant women and men
- occupations 15
- labour force participation rate 3, 15
- poverty 43
- skilled employment 64

Income (see also Earnings, Wages)
- disabilities, persons with 41
- dual-earners 34, 35, 38, 39
- families 33, 34, 35, 36, 39, 42
- low income 36, 39, 42, 43
- part-time 71
- savings 37
- self-employed 47
- second income 38, 39
- single-income 34, 40
- trends 33

Industrial sector
- female dominated industries 14, 73
- knowledge industries 55
- service 11, 53, 54
- trends 53

Job security 65

SUBJECT ..... BULLET NUMBER

Job satisfaction 117, 131, 148

Job sharing 123, 124, 125, 141

Job stability 150

Job stress 65, 95, 112

Labour force participation
- Aboriginal women and men 15
- by presence/age of children 2, 4, 6, 9
- disability 16
- immigrant women and men 3, 15
- lone parents 4, 8, 9
- parents 8, 9
- women with children 2, 4, 6, 7, 9

Learning (see also Skills and learning) ... 19, 132

Leaves (see also Maternity leave, Parental leave)
- family 140
- sick 140

Legislation, family-related 133, 134, 140, 141

Lone parents
- composition of families 26, 28
- income 33, 34, 40, 42
- labour force participation 4, 8, 9
- pension coverage 52
- poverty 40, 42, 43
- time crunch 104
- trends 28
- work hours 104

Low income 39
- characteristics of 43
- children 42
- lone parents 40, 42, 43
- families 36
- trends 36, 43

Managers
- flexible work arrangements 125
- gate keepers 130

SUBJECT ..... BULLET NUMBER

long work hours 80, 81
shortage of 63
supportive 131
training 132
women 12
work-life conflict 108

Marriage
age 20
second marriages 23
trends 23

Maternity benefits ... 133, 136, 137, 138, 139, 141

Maternity leave 134, 141
career interruptions 10
self-employed 139

Moonlighting 78

Occupation
access to flexible work arrangements 125
blue-collar 56
immigrant women and men 15
moonlighting 78
occupational segregation 12, 14, 73
self-employment (see Self-employment)
white collar 12, 55, 56, 80, 108, 125
work-life conflict 108

Organizational culture 96, 119

Overtime 79, 141
by occupation 80
sex differences 79

Parental leave 133, 134, 135, 141
men's uptake 135

Part-time employment
benefits 48
earnings 71
female, percentage of 69
job sharing (see Alternative work arrangements)

SUBJECT ..... BULLET NUMBER

preferences for 70
reasons for 70
retirement 74
service industry 54
stress 113

Pension
contributions 37, 50, 51
employer-sponsored 50, 58
lone parents 52
sex differences 50, 51
size of company 58

Private sector
employment 57
size of company 57

Productivity 114, 122

Provinces
child care centres 85
maternity leave 134
parental leave 134

Public opinion
responsibility for work-life issues 143
family roles 144
plans to have children 145

Recruitment 120, 146

Retention 117, 118, 119, 146

Retirement
employment past age 65 ..... 17, 74
income 50
men 17, 74
self-employment 74
women 50, 51
volunteering 107

Sandwich generation 5

Self-employment
earnings 47

SUBJECT ..... BULLET NUMBER

- maternity leave 139
- occupational segregation 73
- own-account 47, 73
- retirement 74
- sex differences 72
- trends 72

Seniors (see also Retirement) 17, 50

Sex differences
- alternative work arrangements 68, 69
- benefits 48
- career interruptions 10
- caregiving 13, 100
- custody 27
- income 44, 46, 47
- industry 11
- labour force participation 1
- multiple job holders 78
- overtime 79
- parental leave 135
- part-time employment 69
- pension coverage 50, 51
- retirement income 50, 51
- self-employment 72
- temporary work 68
- unionization 49
- unpaid work 102
- work hours 79
- work-life conflict 108, 110

Shiftwork
- dual-earner couples 76
- percentage of paid labour force 75
- trends 75

Skills and learning 19, 55, 60, 61, 63, 64, 149

Small business
- commercial employment 57
- downsizing 59
- flexible work arrangements 128, 129
- human resource management 66
- pension coverage 58

SUBJECT ..... BULLET NUMBER

Stay-at-home dads 31
- demographics 32

Stress
- job stress 65, 95, 112
- time stress 97, 98, 99
- work-life stress (see also Work-life conflict) 108, 109, 110

Students 147
- employment 18

Supervisor support 119, 131

Technology
- skills shortages 63
- work 60

Telework (see Alternative work arrangements)

Temporary work
- characteristics of 77
- proportion of workers 68, 77

Time (use of) 13, 51, 97, 100, 102, 104, 105

Training
- participation in 19
- on the job 61
- managers 132

Turnover (see Retention)

Unionization 49, 142

Unpaid work 13, 51, 102, 103

Volunteering 107, 147

Wage gap
- explanation of 45
- self-employed 47
- trends 46

Wages (see also Earnings, Income)
- child care workers 91
- full-time employment 70

SUBJECT ..... BULLET NUMBER

part-time employment 71
sex differences 44, 46, 47
size of company 58
trends 46

Work Hours
health risks 111
overtime 80
polarization 79
preference for 81, 147
satisfaction 81

Work-family conflict (see Work-life conflict)

Work-life conflict
.... 108, 109, 110, 114, 115, 117, 118, 122, 145

Work stress 65, 95, 112

Workaholics 97

SUBJECT ..... BULLET NUMBER

Centre for Families, Work and Well-Being

UNIVERSITY of GUELPH

Canada